MANAGEMENT AND BUDGET

MANAGEMENT ANALYSIS AND DEVELOPMENT

2022–2027 Strategic Plan

State Fire Marshal Division, Department of Public Safety
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Management Analysis and Development

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Executive summary

This State Fire Marshal Division strategic plan, spanning 2022–2027, was developed with the involvement of an internal, ten-member planning team and input of a cross section of internal and external stakeholders during a six-month period. Three themes emerged from the stakeholder conversations and informed the breadth and aggressiveness of the plan:

- SFMD's excellent reputation and customer service
- SFMD's statutory authority
- Concerns about funding and structure of fire protection and prevention statewide

As a result of this effort, the SFMD will be unveiling a new vision statement, mission statement, and core operating principles.

New vision statement: SFMD exists so that the fire service is prepared, communities are supported, and Minnesotans are safer from fire.

New mission statement: SFMD strengthens Minnesota fire-safe environments by providing statewide leadership and guidance in support of fire and life safety policy, enforcement, prevention, and education.

Core operating principles:

- SFMD is trusted: We hold true to the public's faith in us to be knowledgeable, consistent, and dependable.
- SFMD is accessible: Those that depend on our resources and services can expect to receive responsive, accurate, and practical support.
- SFMD is forward-thinking: Different situations may require different types of support, but our efforts will always prioritize collaboration and put the safety of Minnesotans ahead of traditions or habits that are no longer useful.

The plan is built around five priorities, each supported by key initiatives with their own set of activities. Details are laid out in the plan along with outcome indicators for each key initiative.

- Priority 1: SFMD disseminates, regulates, and models standards for effective, sustainable fire protection and prevention.
- Priority 2: Minnesota's fire service is better positioned to meet local demands for service and protection.
- Priority 3: Statewide collaboration leads to more consistent, locally relevant, and high-quality statewide fire protection, investigation, and prevention training systems.
- Priority 4: Minnesotans have a more complete understanding of fire safety and risk reduction.
- Priority 5: SFMD structure supports the current workload and can be adjusted for an expanded scope of services for staff and supervisors.

Planning process overview

The overall timeline for staff development of the 2022–2027 SFMD strategic plan was from February 2 to July 15, 2022. Chief Deputy Amanda Swenson led the initiative with the planning and facilitation support of two senior consultants from Management Analysis and Development (MAD). Chief Deputy Swenson appointed a Strategic Planning Leadership Team that included the following members:

- Bill Abderhalden, Supervisor
- Travis Ahrens, Deputy
- John Ehret, Supervisor
- Kurt Kastella, Deputy
- Maureen McGough-Pose, Supervisor
- Tate Mills, Specialist
- John Ray, Deputy
- Kevin Sedivy, Deputy
- James Smith, Marshal

The Leadership Team developed the general plan over a series of four working sessions. Three of the four sessions were held virtually. One session (May 13, 2022) was held in person, marking the first time many participants had been together since before the pandemic work-from-home orders. Planning phases, some of which are described in more detail later, included:

- General planning and preparation (determining format for eventual plan contents, confirming roles and responsibilities, and identifying participant organizations for stakeholder input sessions)
- Environmental scan
- Stakeholder input collection
- Data synthesis and conclusions
- Identifying strategic priorities and their supporting key activities (with consideration for DEI and larger Department of Public Safety (DPS) priorities related to the state's future commitment to fire prevention and protection)
- Revising the SFMD vision and mission statements

A draft of the final plan was routed through the following people for input and sign-off:
- Commissioner John Harrington
- DPS leadership
- State Fire Marshal Smith
- SFMD staff

Environmental scan and stakeholder engagement

Existing division data

SFMD customer service and performance data

Environmental scan data was shared by SFMD staff and reviewed by MAD consultants.

Most of the data available for this environmental scan comes from evaluations of SFMD's training course offerings. They generally include quantitative rating scales on the relevance, applicability, and quality of the training, the expertise of the instructors, and the overall participant experience. All items are rated on a five-point scale where 1 is a "poor" rating and 5 is an "excellent" rating. Without a single exception, course evaluation results show average ratings of greater than 4 (an "above average" rating) and as high as 4.94 for presenter expertise on fire protection in schools.

Customer service feedback data for the SFMD residential care and lodging inspections team is similarly positive overall. On a five-point scale from "strongly disagree" to "strongly agree," respondents agreed quite strongly that they received high-quality service—average ratings on all items ranged from 4.27 (for an item related to a learning objective) to 4.56 (for an item about the deputy's responsiveness to requests for information).

Additional SFMD data sources

In addition to programmatic data, the SFMD's work is also characterized in important ways by data about its administrative, operating, and statutory environment.

The Minnesota State Fire Code represents a service area for SFMD, as the body that interprets, enforces, and promulgates the code. It is also a document that guides policy and practice for the division's plan review, inspection, and enforcement work.

Minnesota Statutes Chapter 299F establishes and describes much of the division's work and statutory authority. Additional descriptions of division duties exist in other state statutes and in Minnesota Administrative Rules.

Minnesota Statutes Chapter 297I.06 establishes and describes the division's source of funding, the Fire Safety Account.

Stakeholder engagement process

Design and execution

To understand SFMD's work in context, MAD conducted a total of six group interviews with external and internal SFMD stakeholders in March and April 2022. The SFMD leadership team defined stakeholder groups, identified

potential participants, and prioritized themes to address in the group interviews. MAD consultants developed the group interview protocols and questions, including iterative revision of the questions based on emergent results while interviews were underway. MAD consultants conducted the group interviews; no members of the SFMD leadership group were present at any interview. The group interviews included the following:

Table 1. Detail of group interviews

Meeting date	Participant description	Attendees
March 29	"Succession planning" group: DPS commissioner's office, engagement experts, etc.	4
March 31	DPS and other agency internal personnel, MASMS & Health Care Engineers Association	12
April 1	Fire service representatives, fire and police chiefs, sheriffs, prosecutors	8
April 4	Message recipients: schools, businesses, and other inspected facilities	10
April 6	LMC, MAT, Fire Service Advisory Committee	8
April 8	SFMD staff	18

Data collection and analysis

MAD consultants participant data through note-taking during the group interviews. Participants were also able to provide anonymous written comments during and after each interview via Padlet feedback page.

For the five external stakeholder interviews, the qualitative data sets—interview notes and Padlet comments—were combined into a single data set inclusive of all five groups. Data was coded inductively to identify both recurrent themes and important details or nuance related to a theme. Data from the sixth group interview, composed of non-leadership SFMD staff, were analyzed using the same approach but documented separately in the overall synthesis in order to identify potential areas of difference between internal and external perspectives.

Synthesis and use of results

MAD consultants incorporated stakeholder engagement results into the planning work of the SFMD leadership group by proposing a set of focus areas for the division's planning efforts, as well as draft goals in two different scenarios. Strategic priorities under the "status quo" scenario reflected potential goals if the larger conditions and structures affecting the division's work remain unchanged. Strategic priorities under the "best case" scenario offered an alternative if one or more perceived constraints on the division's work were to change. SFMD leadership staff engaged in a process of reflection, revision, and prioritization across the five focus areas and ten potential strategic priorities in order to select and finalize the priorities that appear in this document.

Stakeholder engagement results

Six group interviews

MAD conducted six group interviews with SFMD stakeholders, gathering input from 60 participants. Five groups included participants from organizations outside the division. The sixth included SFMD staff who were not part of the strategic planning leadership group.

All group interview participants discussed the same topics, including:

- SFMD's current strengths and opportunities for improvement
- Anticipated changes to fire protection or prevention work in the next few years
- How SFMD can support the field in responding to changes, including whether or how SFMD itself might change to respond
- Efforts and needs related to diversity, equity, and inclusion in the fire protection or prevention fields, both generally and specifically within SFMD
- The top strategic priority for SFMD's planning process

In addition, two group interviews addressed topics unique to their perspectives:

One group of individuals with insight into SFMD's internal operations responded to a series of questions about succession planning for the division, sharing their insight into how SFMD can best attract talented staff and retain institutional knowledge and expertise over time.

One group of individuals with local government expertise responded to a question about what SFMD's role should be in local issues of fire protection and prevention.

Themes from the data

A number of strong themes emerged from analysis of the interview data. Some describe operational or programmatic areas for SFMD and other fire protection or prevention organizations—these constitute the strategic plan's areas of focus. Others are cultural or contextual, and shape both the scope of the division's strategic priorities and the activities needed to accomplish them.

Areas of focus

Comments from the interviews clustered around five operational or programmatic areas of focus:

- Setting statewide standards or expectations
- Staffing in the field
- Training and professional development
- Education and public awareness
- Right-sizing the SFMD staff

These areas of focus form the basis of SFMD's 2022–2027 strategic plan.

Cultural and contextual themes

Three additional themes emerged from the interview data that did not point directly to activities SFMD should include in their strategic plan, but that have important ramifications for how the division selected and prioritized their goals and necessary activities.

SFMD's excellent reputation and customer service

Without exception, external stakeholders praised SFMD staff for their responsiveness, expertise, and dependability and the overall high quality of the services they provide. The staff group interview validated these observations by highlighting the importance of the relationships and advisory roles they develop in the field.

These positive perceptions also extend to SFMD's broader brand or reputation in the field. The division is seen as a trusted voice and important partner by others in fire protection and prevention because of the quality of their work, their ability to supply information or insight when needed, their impartiality and professionalism, and their strong collaboration and cooperation with partners.

SFMD's statutory authority

Some of the challenges and issues interviewees raised can be partially addressed within the SFMD's current scope of authority—both its formal statutory and the more informal, relational authority conferred by the division's reputation in the field. But other challenges may need solutions or activities that reach beyond SFMD's current authority. Even for critical needs, sometimes the solutions exceed the scope of SFMD's formal authority and may also be perceived poorly (e.g., as an over-reach or an imposition) by organizations in the field. SFMD's statutory authority could be changed to lead on bold solutions, and its informal authority bolstered by working in coalition or partnership. But those changes will require investments of time and energy and must precede some of the bolder activities related to the focus areas.

Some SFMD staff interviewees who discussed feeling overworked and overextended also pointed to state statute as a tool for prioritizing their duties. Limiting services to only the statutorily authorized duties would reduce staff workload, though this point is at odds with the perception that SFMD's constituents benefit greatly from the "extra" services and attention they currently provide.

Concerns about funding and structure of fire protection and prevention statewide

Similarly, a number of interviewees commented about the inadequacy of fire protection and prevention funding in Minnesota—in terms of both the funding available and structure of the funding mechanism. Some of the bold solutions that emerged from the interview data would first require new or different financial resources, particularly from the state. Major changes to funding pose the same challenges and potential benefits as changes to SFMD's authority and may be preconditions for tackling activities in one or more focus areas.

Staff versus external perspectives

Internal and external stakeholders' comments generally pointed toward similar areas of focus, challenges, needs, and potential activities. Understandably, SFMD staff interviewees were somewhat more occupied with

the day-to-day operational concerns of the division's work and made more comments that were tactical in nature than interviewees from external organizations. External stakeholders were more likely to express issues or challenges and propose ways SFMD could help, often without regard for limitations on SFMD's authority, resources, or capacity. All groups' discussions highlighted one or more of the same focus areas.

Vision and mission statements

Rationale and process for revision

One early observation by some members of the Leadership Team was that SFMD's existing mission statement, developed in 2016, no longer captured the division's complex and dynamic work or the Leadership Team's vision for the future of their work. MAD supported the Leadership Team in developing vision and mission statement language through a facilitated exercise at the team's third meeting in May of 2022, then synthesized comments into draft mission and vision statements, as well as a set of core operating principles that emerged from the exercise. These draft statements were then circulated by Marshal Smith and Chief Deputy Swenson to the SFMD Leadership Team and to SFMD staff more generally for their input. MAD compiled Leadership Team and staff input to finalize the statements.

New vision statement

SFMD exists so that the fire service is prepared, communities are supported, and Minnesotans are safer from fire.

New mission statement

SFMD strengthens Minnesota fire-safe environments by providing statewide leadership and guidance in support of fire and life safety policy, enforcement, prevention, and education.

Core operating principles

SFMD is trusted: We hold true to the public's faith in us to be knowledgeable, consistent, and dependable.

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Strategic priorities, 2022–2027

The remainder of this document describes in detail the SFMD's strategic priorities. There are five priority areas listed, and each listing includes:

- A set of **initiatives** that describe at a high level the work that must be done to achieve the overall priority.
- Within each initiative, the specific **activities** that SFMD plans to accomplish.
- The leadership team identified some activities as being **opportunities to work on the division's future staffing model** or on **diversity, equity, and inclusion** issues. Several of the initiatives in this plan, or activities within them, were identified by the leadership team as having DEI implications. Potential opportunities to center DEI in those activities are noted below in Appendix B.
- Also within each initiative, a set of **outcome achievement indicators** that SFMD can use to monitor the division's progress.

The strategic planning leadership team discussed at length SFMD's multiple roles and relationships in the field. In the priorities below, words such as "support," "leadership," and "guidance" each suggest different roles or relationships for SFMD. In general, these terms have the following definitions in this document:

- **Support:** Ensure that other parties (e.g., the fire service) have what they need in order to be successful in their work. For SFMD, support often occurs as part of regular service delivery.
- **Leadership:** Use SFMD's reputation, resources, or platform to highlight needs, issues, or expectations for the field. The division often leads as a convener or collaborator rather than imposing requirements on partners or stakeholders.
- **Guidance:** SFMD's technical expertise and holistic perspective on fire protection and prevention mean the division is well positioned to offer guidance to others. Sometimes this guidance is responsive, as when meeting requests for information or assistance. Other times, guidance takes the form of proactively modeling or disseminating best practices for the field.

Priority 1: SFMD disseminates, regulates, and models standards for effective, sustainable fire protection and prevention.

Initiative: Maintain ongoing, strong relationships with fire departments, local governments, and other partners in order to sustain SFMD's current informal/reputational authority.

Activities:

- Increase participation at affiliate association meetings.

- Increase channels of communication with local government groups such as Minnesota Association of Townships, League of Minnesota Cities and Association of Minnesota Counties.
- Increase channels of communication with other fire protection and prevention partners.

Outcome achievement indicators:

- Partners report trust in SFMD and closeness of their working relationship with SFMD.
- Partners demonstrate a high degree of agreement with SFMD.
- Partners demonstrate a high degree of cooperation or communication with SFMD.

Initiative: Statutory changes to SFMD's formal authority to set standards and regulate performance.

Activities:

- Define the areas where expanded authority is needed and how new authority will be used.
- Create and facilitate legislative language working groups to develop statutory language changes.
- Secure emergency response designation and authority (in parallel to HSEM on the emergency management side).
  - Consider the division's future staffing model and management of institutional knowledge as part of this task: Document the rationale and process for securing designation and authority. Cross-train multiple staff in properly exercising authority.
- Research authority of other state fire marshal offices to develop a plan for future authority changes.
- Survey the Minnesota fire service to determine what type of authority they feel SFMD should have.
- Create a change in authority proposal to present to DPS leadership for consideration based on national research.
- Use authority to revoke a Fire Department Identification (FDID).
- Create authority for enforcement and oversight of fire code violations and pursuit of penalties.

Outcome achievement indicators:

- Definitions of SFMD's desired statutory authority are developed.
- Statutory changes and designation changes occur.
- Intermediate policy/advocacy outcomes occur (e.g., hearings are scheduled, bills are drafted or have co-sponsors, non-SFMD advocates communicate with policymakers, earned media attention).

Initiative: Establish statewide standards.

Activities:

- Establish a common, standard definition of "fire department."
- Convene a statewide group of stakeholders to develop additional best practices for the fire service to follow statewide standards.

- Increase opportunities for OSHA, ICC, and NFPA training within the state to increase knowledge of standards and requirements for fire departments.
- Secure funding to ensure base-level training on OSHA and NFPA standards.

Outcome achievement indicators:

- Standards are discussed.
- Standards are drafted.
- Standards are established.

Initiative: Develop, modify, or adopt statewide systems in training, hiring, operations, compliance, education, or other areas as needed.

Activities:

- Convene a statewide group of stakeholders to develop additional best practices for the fire service to follow statewide standards.
- Increase collaboration with affiliate groups such as MPFF and MSFCA to create new systems and standards for hiring and retention.
- Work with local government groups to share basic standards to ensure support of standards and implementation.

Outcome achievement indicators:

- Existing systems are identified, reviewed, and improved if needed.
- New systems are developed, or development is underway.
- Statewide stakeholders demonstrate awareness and adoption of new systems.

Initiative: SFMD will implement and model best practices in inclusive hiring and retaining diverse staff.

Activities:

- Create an SFMD staffing plan that incorporates best practices for diversity and inclusion within the division.
- Ensure SFMD operates using best practices.
- Ensure SFMD's best-practice operations are visible to the field.
- Investigate new formats to expand reach of position announcements and recruitment efforts.

Outcome achievement indicators:

- SFMD identifies best practices.
- SFMD adopts and implements best practices.

Initiative: Local leaders, with SFMD assistance, come to an agreement on a sustainable model for local fire code enforcement and support.

Activities:

- Create grant or other funding opportunities to support local Authority Having Jurisdiction (AHJ) in adopting new systems.
- Continue and enhance the value of external learning and finding what other organizations are using.

Outcome achievement indicators:

- Number of requests for support (financial, information/advisory requests, or other support) that SFMD receives and the percent that are addressed.
- Funding is secured and new grant opportunities are developed.
- Number of applications and funding rates for new grant opportunities.
- Fire departments or others in the field adopt and implement the same best practices that are modeled and supported by SFMD.

Priority 2: Minnesota's fire service is better positioned to meet local demands for service and protection.

Initiative: Gather and disseminate data about demands for service and staffing needs across the state both locally and regionally.

Activities:

- Develop common definitions, data needs, and performance standards related to demand for service.
- Communicate about data needs and request data from fire departments, local governments, and other partners.
- Educate the fire service on the importance of accurate and complete reporting.
- Analyze data. Share overall results and regional or local results.
- Increase collaboration with agencies collecting data on the fire service including equipment, staffing and other factors that affect local departments.

Outcome achievement indicators:

- Data collection needs and plans are documented and have broad support across the fire service.
- Quality and completeness of the data collected.

- Effective dissemination of results (the reach, the reactions/responses, or both) of fire service data collection.

Initiative: State leaders, with SFMD assistance, come to agreement on a sustainable statewide fire service staffing plan.

Activities:

- Convene stakeholder group to develop a statewide fire-service staffing plan.
- Research best practices around reaching under-represented populations for fire service staffing.
- Create best practices based on benchmarks.
- Create a recommended staffing process that considers the variety of staffing models and community makeup.
- Disseminate best practices to governmental organizations and key decision-makers in local communities.

Outcome achievement indicators:

- Number of contacts with state leaders.
- State leaders' receptiveness to fire service staffing needs.
- State leaders' participation in discussion or convening with SFMD.
- Progress toward agreement and toward development of a statewide staffing plan.

Initiative: Motivate the fire service toward a paradigm/culture shift among fire departments and local governments to look at new ways to meet the needs of the community.

Activities:

- Communicate and persuade about the benefits of change to their own organizations and to communities.
- Secure and allocate resources related to staffing models, hiring and retention, or other staffing-related concerns.

Outcome achievement indicators:

- Fire departments, advocacy groups and local governments demonstrate awareness of needs for change, or positive attitudes about the benefits of change.
- Fire departments and local governments demonstrate changes to values, priorities, or behaviors.
- Necessary funding or resources to support changes in how fire departments operate are secured.

Initiative: SFMD, fire departments, and other partners launch new recruitment, hiring, training, and retention (RHTR) efforts.

Activities:

- Investigate ways to build on the efforts of Minnesota Fire Hire.
- Research what other states are doing to build a stronger model RHTR.
- Research departments with good recruitment plans and share those efforts to build a stronger model RHTR.
- Investigate the possibility of increasing staffing for SFMD to assist with RHTR.

Outcome achievement indicators:

- Local recruitment, hiring, training, and retention efforts are designed according to best practices.
- Fire departments and other partners develop and launch local efforts.
- Fire departments and other partners persist with new efforts or approaches over time.

Priority 3: Statewide collaboration leads to more consistent, locally relevant, and high-quality statewide fire protection, investigation, and prevention training systems.

Initiative: Secure and allocate resources to expand, update, or develop curricula and training system.

Activities:

- Cultivate closer connections and relationships with local, statewide, and national training partners.
- Research funding sources for increased training opportunities.
- Consider designated staffing for training in specific areas of code, investigations, etc.

Outcome achievement indicators:

- SFMD and statewide training partners establish plans and budgets for a statewide training system.
- SFMD and statewide training partners recruit and hire new staff to support statewide training.
- Statewide training partners, including SFMD, demonstrate a high degree of cooperation and communication.

Initiative: Work with partners to develop and implement consistent statewide curricula for fire protection, investigation, and prevention personnel.

Activities:

- Work together with other training partners (both public and private providers) to update or develop curricula.
- Work together with other training partners (both public and private providers) to adopt and implement curricula.
- Establish, update, and expand training systems and support infrastructure to support those systems.
- Continue to coordinate with training partners to ensure consistent training and quality assurance through established and expanded methods.

Outcome achievement indicators:

- Expanded and updated curricula and training system are developed.
- Statewide training partners report positive feedback about the development process.
- Statewide training partners adopt new curricula and training system.
- Statewide training partners implement new curricula and training system with a high degree of fidelity.

Initiative: SFMD explores the need to set and enforce statewide training requirements.

Activities:

- Collaborate with local and state partners to begin drafting potential statutory language.
- Create statutory change to give SFMD the ability to provide oversight and set standards in training for fire protection and prevention.
- Investigate options for license, certification, or minimum training requirements for local fire code officials.

Outcome achievement indicators:

- Statutory or policy changes needed to formalize SFMD's authority occur.
- SFMD and statewide training partners set expectations and enforcement strategies consistent with new curricula and training system.
- Statewide training partners accept SFMD's enforcement role.

Initiative: Support, advise, and invest in advanced technical training and equipment for investigators statewide.

Activities:

- Continue to develop and update statewide investigation curricula as part of statewide training systems work (see Priority Area 1 above).
- Hire staff to conduct and coordinate fire investigation training.
- Disseminate statewide investigation training curricula and systems to training partners with oversight and quality assurance as described in 299F.051.
- Increase coordination on investigation training with MNIAAI and other training partners to support implementation of new curricula.
- Increase training on the needs and requirements for fire investigation (public, private, and law enforcement) in the state.

Outcome achievement indicators:

- Identify current and future training needs and develop a plan.
- Statewide training partners demonstrate awareness and adoption of new curricula and systems.
- Amount of new or re-directed investment in investigator training by statewide training partners.

Priority 4: Minnesotans have a more complete understanding of fire safety and risk reduction.

Initiative: Work with partners, fire departments, and local governments to understand needs, set goals, make plans, and measure results.

Activities:

- Coordinate with county and municipal governments for public-private relationships around fire safety education.
- Build relationships with other safety-minded agencies to advocate for effective policy changes.
- Increase educational programs and materials for hard-to-reach populations and historically underserved populations.
- Explore the potential role of a community risk reduction practitioner.

Outcome achievement indicators:

- All stakeholders, including SFMD, demonstrate a high degree of coordination and participation.

- All stakeholders reach consensus around needs, goals, and plans.
- Stakeholders offer positive feedback to SFMD about their participation (e.g., they feel their perspectives are included).
- All stakeholders develop goals and plans related to fire safety and risk reduction.

Initiative: Partner with local jurisdictions to increase education programming.

Activities:

- Create educational program and marketing for local departments and stated community partners to learn about the Minnesota Fire Risk Assessment (FRA) and how to use it.
- Work with local officials to ensure accurate MFIRS data reporting.
- Ensure ongoing support and data entry into the MFRA.
- Continue to review smoking-related fire deaths and educational programming to reduce the occurrence of smoking-related fatalities.
- Based on the MFRA tool, develop current relevant programs for Minnesota fire departments to deliver in reducing fire loss and death.
- Based on education needs identified in the MFRA, create a funding plan for needed educational resources for the Minnesota Fire Service.

Outcome achievement indicators:

- Number and quality (in terms of closeness, productivity, trust, mutual benefit, etc.) of SFMD's education partnerships.
- Fifty percent of fire departments use the Minnesota FRA tool within three years.
- Departments and community partners are trained on the risk assessment tool. SFMD and partners use evaluation data to ensure quality and effectiveness of training.
- Increased volume of public education programming statewide (e.g., offered by more jurisdictions, more programs, more contact hours, more participants reached).

Initiative: Develop and execute an awareness campaign about the use of emergency services (e.g., when to call 911).

Activities:

- Research perceived issues on the use of emergency services and types of calls.
- Research programs around use of emergency services and Emergency Communications Network that can be implemented locally.
- Enhance sustainability of current fire service models by limiting stressors on the system.
- Collaborate across public safety (including EMS, law enforcement, and dispatch or secondary PSAP) to identify stakeholders and determine the greatest risks to the system.

- Coordinate with public safety partners across the state on messaging for use of emergency services.
- Reach out to media partners to share uniform messaging through the Office of Communications.

Outcome achievement indicators:

- SFMD assists with a campaign and launches the fire service side of the campaign.
- Dissemination and reach of the campaign.

Initiative: SFMD innovates in creating data-driven public education and awareness programming and driving its use.

Activities:

- Expand Public Education Conference opportunities (train the trainer).
- Create a public education mutual aid model for the state.
- Continue to monitor new technologies and use data to ensure risk populations are targeted as they evolve over time.
- Ensure fire departments and local communities incorporate the MFRA into their public education programming.

Outcome achievement indicators:

- Data collected about public fire safety awareness is relevant, high-quality, and complete.
- Education programming is designed based on data about public fire safety awareness.
- Education programming results in changes to public fire safety awareness.

Priority 5: SFMD structure supports the current workload and can be adjusted for an expanded scope of services for staff and supervisors.

Initiative: Review current staffing and workload strengths and challenges.

Activities:

- Conduct a time study or other analyses of staffing and workload.
- Explore options for internships or apprentice programs to be able to train and grow people into the division.
- Apply existing strengths division-wide.
- Mitigate challenges division-wide.

Outcome achievement indicators:

- SFMD completes data collection and review.
- SFMD identifies strengths and challenges.
- SFMD develops plans to expand strengths and mitigate challenges.

Initiative: Plan for expanded service offerings to support local agencies.

Activities:

- Determine priorities for expanding SFMD's scope of services: identify greatest needs in the field.
- Determine priorities for expanding SFMD's scope of services: identify services SFMD is well positioned to provide.
- Implement an education or training program to develop qualified personnel in to perform the identified services.
- Secure funding for the expanded services.

Outcome achievement indicators:

- SFMD determines needs in the field.
- SFMD determines what services the division can, should, or must provide.
- Local agencies and other partners in the field report high satisfaction with SFMD's role(s) and services.

Initiative: SFMD is staffed in order to accomplish both statutory and demand-driven services.

Activities:

- Develop staffing plan to determine the FTEs needed for the expanded scope of services.
- Develop or revise position descriptions to reflect the expanded scope of services.
- Based on identified staffing needs plan, create a funding plan to present to DPS leadership.
- Review and seek legislative changes to ensure adequate funding for fee-based positions.
- Review and seek opportunities for pay and retirement equity across both state and municipal positions.
- Audit positions to determine options to have different job classifications within positions based on technical expertise, oversight, risk, and credentials.
- Find new sources to advertise positions and opportunities.
- Research options for interns or entry-level positions to grow into higher-level positions in the organization.
  - Consider the division's future staffing model and management of institutional knowledge as part of this task: Monitor the effectiveness of SFMD's future internship or entry-level positions in terms of professional development and retaining personnel over time.

Outcome achievement indicators:

- SFMD develops and completes a staffing plan and related budget.
- SFMD develops or revises and completes position descriptions.
- SFMD makes progress toward securing new resources/funding for expanded services and staffing, if needed.
- SFMD's recruitment, hiring, and staff onboarding processes are effective.

Initiative: Formalize and activate plan for division-wide shadowing, information sharing, and other cross-training tasks.

Activities:

- Review positions to identify opportunities for cross-training.
- Revise position descriptions to incorporate cross-training and multiple areas of expertise.
  - Consider the division's future staffing model and management of institutional knowledge as part of this task: Ensure that cross-training occurs not only between peers with similar amounts of seniority or expertise, but also as a way of transferring knowledge between more and less experienced personnel.
- Expand service offerings.

Outcome achievement indicators:

- SFMD creates and implements plans for cross-training, design shadowing, and information sharing.
- SFMD's cross-training, design shadowing, and information sharing processes are effective (e.g., staff demonstrate awareness of all service areas, staff report confidence about sharing information in the field).

Initiative: SFMD staff are able to cross or change team lines in order to complete a variety of different inspections.
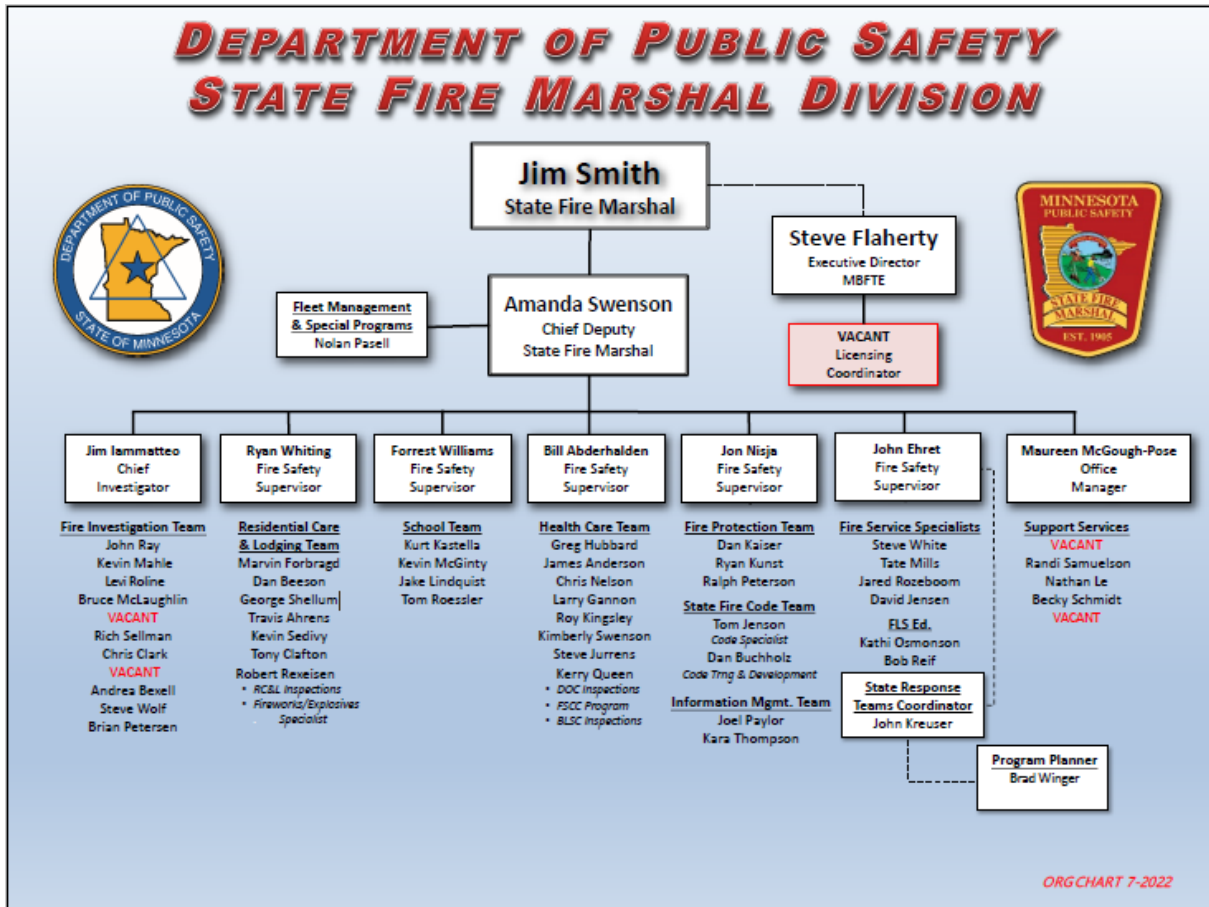
Activities:

- Establish priorities and training so SFMD staff are able to work across team lines.
- Revise position descriptions to incorporate cross-training and multiple areas of expertise.

Outcome achievement indicators:

- Frequency (or rate) at which inspectors operate outside regular team lines.
- Overall increase in inspections completed, or reduced inspection wait time/time to completion.
- Inspectors report confidence about operating outside regular team lines.

Appendices

Appendix A: SFMD organizational chart

Appendix B: Diversity, equity, and inclusion considerations

SFMD staff and stakeholders identified multiple initiatives and activities that will have implications for the division's work to advance diversity, equity, and inclusion (DEI). The following examples cut across the priority areas identified in SFMD's strategic plan to offer suggestions about how to proactively advance DEI goals through the division's work.

In the areas of staff recruitment, hiring, and retention:

- Research best practices widely around reaching under-represented populations for fire service staffing. Consider practices both within and beyond the fire service. Consider practices related to both outreach and the wider recruitment and hiring process.

- Incorporate recruitment or talent pipeline practices from other industries to encourage more diverse hiring in the fire service.
- Work with statewide partners to identify drivers of both retention and attrition among personnel, particularly for groups under-represented in the fire service. Create systems and standards that mitigate attrition and support retention for those groups.
- Intentionally define "good" recruitment plans as those that are effective at RHTR for personnel from under-represented communities.
- Hire for expertise at supporting diversity, equity, and inclusion in RHTR.
- When addressing challenges about SFMD's staffing or workload, critically consider when an issue may be unique to an individual or team and when it may be systemic or structural. Develop mitigation plans accordingly.
- Revise SFMD position descriptions not only for technical scope and content, but also to reflect best practices in inclusive human resources.
- Ensure that SFMD's future internship or entry-level positions are developed and implemented equitably.

In the areas of planning, engagement, and resource allocation:

- Include diverse stakeholder perspectives in the process of developing a statewide fire service staffing plan, particularly individuals with perspectives that may not be represented by current fire service personnel or SFMD's typical partners.
- Cultivate ongoing, trusting relationships with communities that are not current SFMD stakeholders. Develop communications materials that present a relevant, authentic case for change to fire departments and local governments while still honoring the needs and concerns of communities.
- Develop communications materials that present a relevant, authentic case for change to how emergency services are used and that honor the needs and concerns of communities. Engage trusted messengers to support the campaign.
- Seek input widely about needs SFMD could meet or services the division should provide. Incorporate the perspectives of current partners, new potential partners, and the community members who are or would be served by various services.
- Ensure that SFMD's potential expanded service offerings will meet needs identified by community members around the state.
- Center the identified needs and concerns of communities, not only fire safety professionals, in requests for new fire safety resources and plans for using resources.
- Direct fire safety education funding or other resources specifically to communities that experience disparities in fire loss or death, current access to fire safety education, or other related inequities.

In the areas of fire prevention, investigation, and protection professional training and in public fire safety education:

- Work with experts in inclusive, culturally responsive adult education to ensure that fire protection, investigation, and prevention curricula are effective for all learners.

- Disseminate guidance for training partners on how to create and maintain professional training programs that are inclusive of and effective for all learners.
- As part of coordination or quality assurance efforts in statewide fire protection, investigation, and prevention training, monitor for disparities in access, participation, and effectiveness to ensure that all communities benefit from the curriculum.
- Work with diverse community members to identify specific community needs related to fire safety education, then work to meet those needs.
- Work with experts in inclusive, culturally responsive education to ensure public fire safety education programs are effective for all learners.