

MISSOULA FIRE DEPARTMENT Annual Report



2019



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MESSAGE FROM FIRE CHIEF JEFF BRANDT

On behalf of the dedicated men and women of the Missoula Fire Department (MFD), it is my pleasure to present the departments' 2019 Annual Report. We continue to be very inclusive with our decision making and our shared vision within the department. We continue to strive to improve ourselves and our capabilities to be ready to serve our community. Providing a safe, healthy, and productive work environment for our Team is our number one priority.

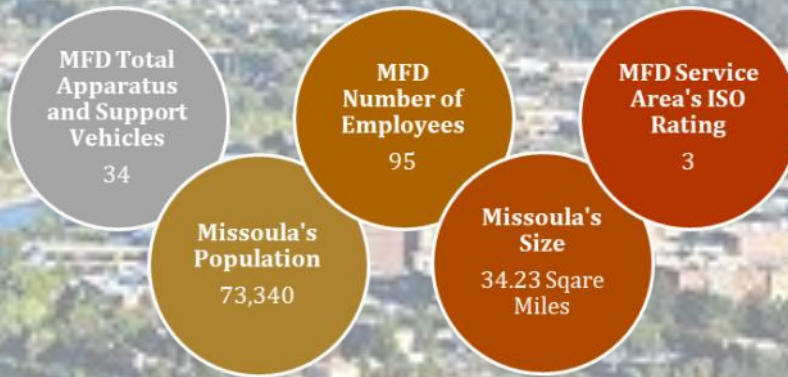
Our "look back" for 2019 was very positive. We were able to accomplish most of our goals set for the year and made good progress on our other longer term projects. We will stay focused on our Master Fire Plan and continue to measure our accomplishments.

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

- Chief Jeff Brandt



MISSOULA INFRASTRUCTURE



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

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

2019 RESPONSES

- ⇒ **8,924** total emergency calls
- ⇒ **66.4%** of those were EMS/Rescue calls.
- ⇒ **12,508** units responding from all districts.
- ⇒ **1096** life and fire safety inspections
- ⇒ **1293** violations reported

MISSION STATEMENT

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

VISION STATEMENT

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

MOTTO

Courage, Commitment, Compassion

.....

DEPARTMENT OVERVIEW

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



2019 INITIATIVES & ACCOMPLISHMENTS

Promotions:

Michael Thurlow was promoted to Training Officer
 Dave Smith was promoted to EMS Coordinator.
 Curt Shields was promoted to Assistant Mechanic.
 Ron Brunell and Jeremy Williams were promoted to Captain.

Retirements:

Jeffrey Biggs, Firefighter	13 Years	July 3, 2019
Josh Macrow, Captain	20 Years	Nov. 2, 2019
Dick Wear, Captain	32 Years	Dec. 31 2019

New Hires:

Ryan Day	April 1, 2019
Josh Garter	April 1, 2019
Matthew Merritt	April 1, 2019

New Technologies:

Audio Visual System Upgrades - All 5 of MFD's Stations received new AV equipment that are smart screen and Skype for Business compatible. The new screens allow for improved connectivity and training opportunities between all 5 stations.



2019

ALTERNATE RESPONSE UNIT

MFD spent the summer months testing the efficacy of a Alternate Response Unit (ARU) during peak weekend afternoon and evening times. The ARU's main goal was to relieve first-line engines of responding to lower acuity calls, as well as improving response times across the city. Lower acuity calls often include lift assists, campfire responses. These responses often lead to concurrent calls, where an engine is needed at multiple incidents in the city at the same time. Freeing up first-line engines for higher acuity calls better allots our resources appropriately for response and service to the community.

- ⇒ Administrative staff across all divisions completed a Master Fire Plan (MFP). The document will serve the department for the coming five to ten years to direct goals and strategies to grow and develop the department as they pave forward. The MFP, which is available for public access on our website, allows the opportunity for the public and for City officials to garner a stronger understanding of how MFD functions.
- ⇒ MFD acquired a used side-by-side UTV car. The new addition to our fleet allows for access in space restricted areas, including crowded event spaces, as well as in Missoula's vast surrounding wilderness terrain.
- ⇒ MFD entered into another 5 year contractual agreement with Missoula Emergency Services so they may continue to provide emergency transport for the community.
- ⇒ With the annexation of the airport and the industrial park area, MFD solidified a response plan to provide fire and medical response services in coordination with the airport and Missoula Rural Fire District.



MISSOULA FIRE DEPARTMENT FY2020 OPERATING BUDGET

Personnel (95%)

⇒ Wages & Benefits

Supplies (2%)

⇒ Operating Supplies

⇒ Maintenance

⇒ Fuel

⇒ Miscellaneous

Purchased Services (3%)

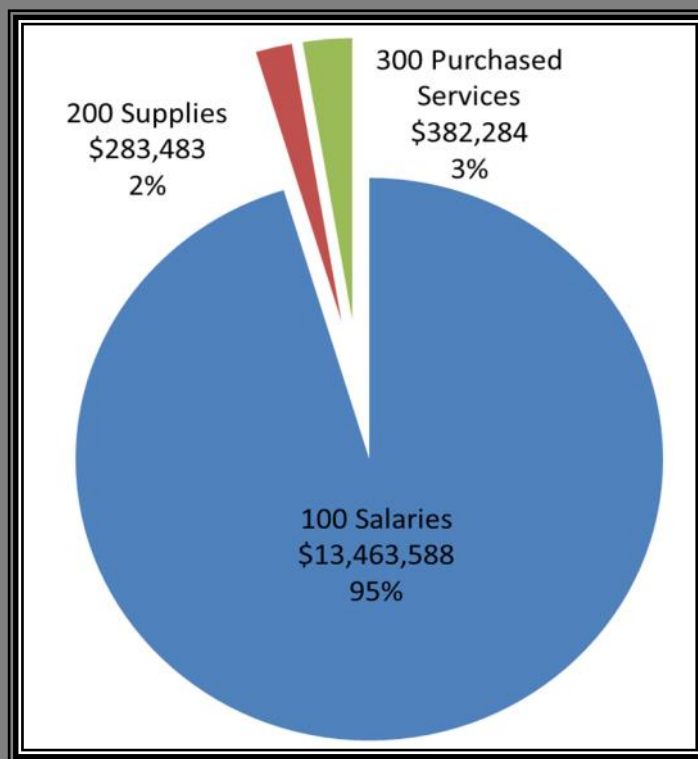
⇒ Water, Garbage, Utilities

⇒ Professional Services

⇒ Training & Travel

⇒ Repair & Maintenance

Total Budget: \$14,129,355.00



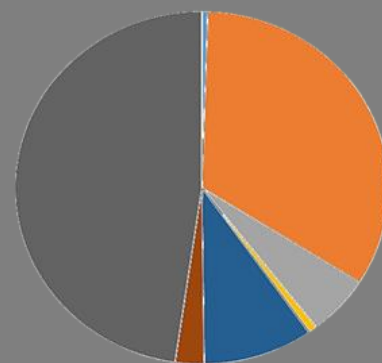
The City of Missoula's General Fund supplies the vast majority of the MFD's annual budget. Levied taxes, and especially property taxes provide for this Fund.

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

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

BUDGET REVENUE SOURCES

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

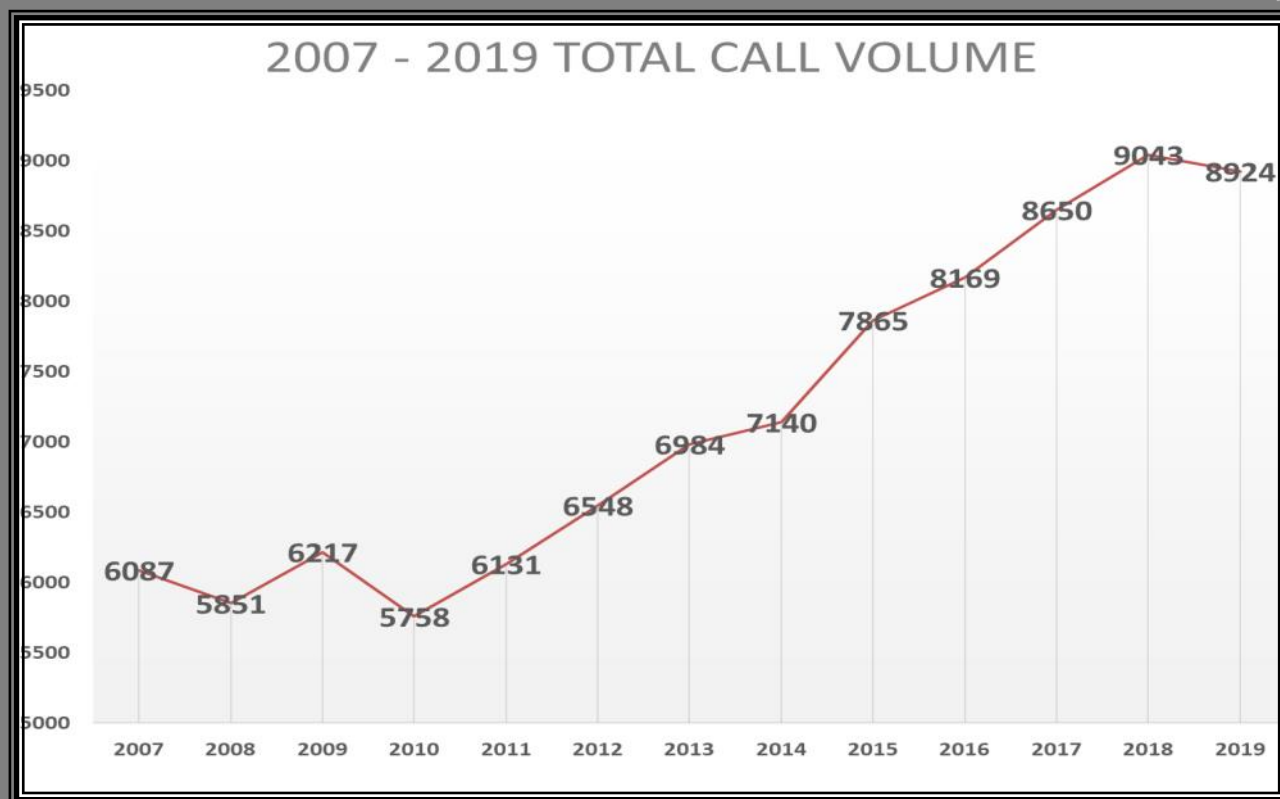


FY19-20 Grant Fund Summary

Grant Funds Received	\$399,451
Grant Funds Applied for	\$466,986



FIRE DEPARTMENT CALL VOLUME



Missoula Fire Department (MFD) continues to experience increasing call volumes as well as added workloads across the department. A slight dip in 2019 from 2018's call volume is a welcome indication of a slowing of growth for MFD and the City as whole.

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

RATE OF MULTIPLE CALLS AT A TIME IN 2019

CONCURRENT INCIDENTS	PERCENTAGE
Single Incident	63.61%
2	26.79%
3	7.73%
4	1.57%
5 or more	0.29%

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

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



2019 MFD Response Statistics

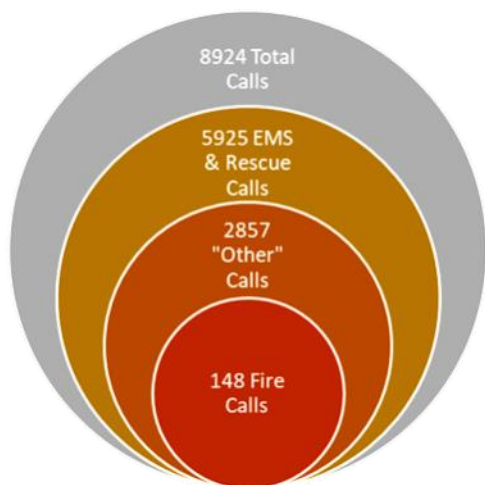
Missoula Fire Department (MFD) uses statistics and in-house response data to help maneuver, schedule, and facilitate best practices for the department.

Here you see a breakdown of our calls by type of call, calls by district, and day of week. MFD uses this information to designate our higher acuity calls and when additional resources may be needed. This helps designate appropriate additions to our response as we look to the future.

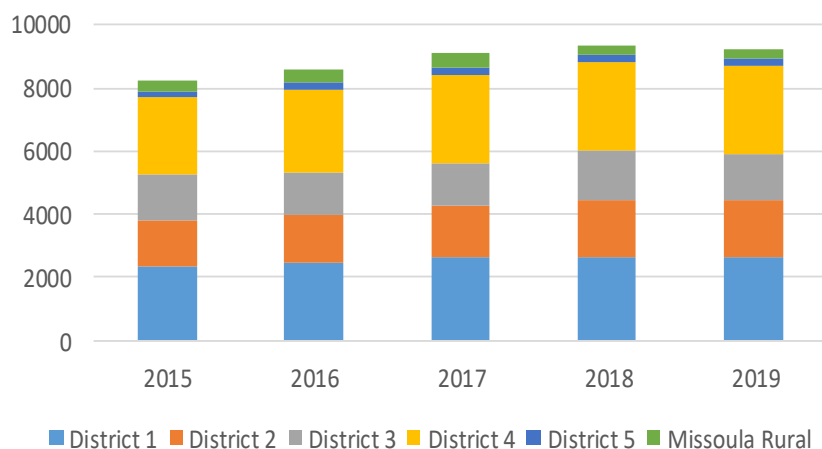
Among all of our calls, nearly 70% falls under the EMS category. This has led to an identified need for additional paramedic certifications within the department. MFD is working to identify a paramedic training program for existing fire-fighters, as well as seeking paramedics to hire in future recruitment processes.

In examining responses by district, MFD can determine where additional crew resources may be needed. Additionally, by examining times when call volume trends high, MFD can seek to add additional staff at pontificated times when responses trend upwards.

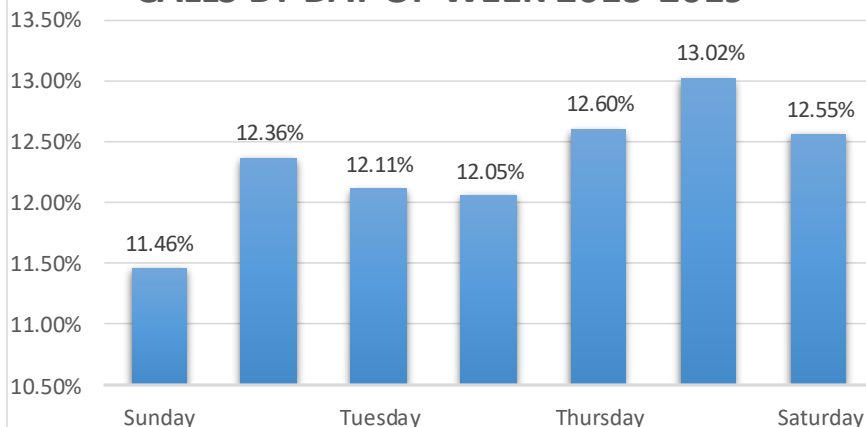
With this data, MFD staffed a Alternate Response Unit (ARU) on Friday and Saturday afternoons and evenings during the summer of 2019. The ARU responded within districts, 1, 2, and 4 to assist with lower acuity calls. The addition of this unit assisted with the improvement of response time and reduction of concurrent calls during times when it was staffed.

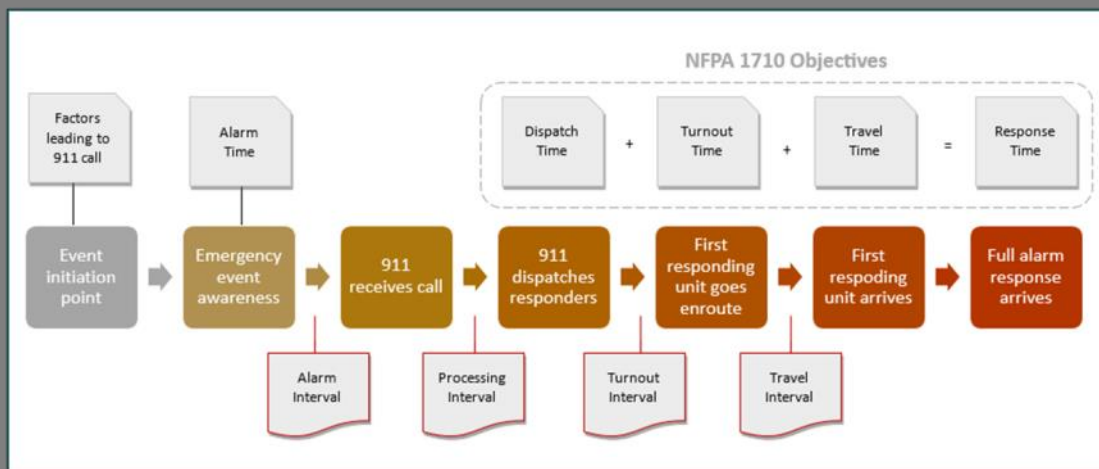


CALLS BY DISTRICT 2015-2019



CALLS BY DAY OF WEEK 2015-2019





Emergency Response Times

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

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

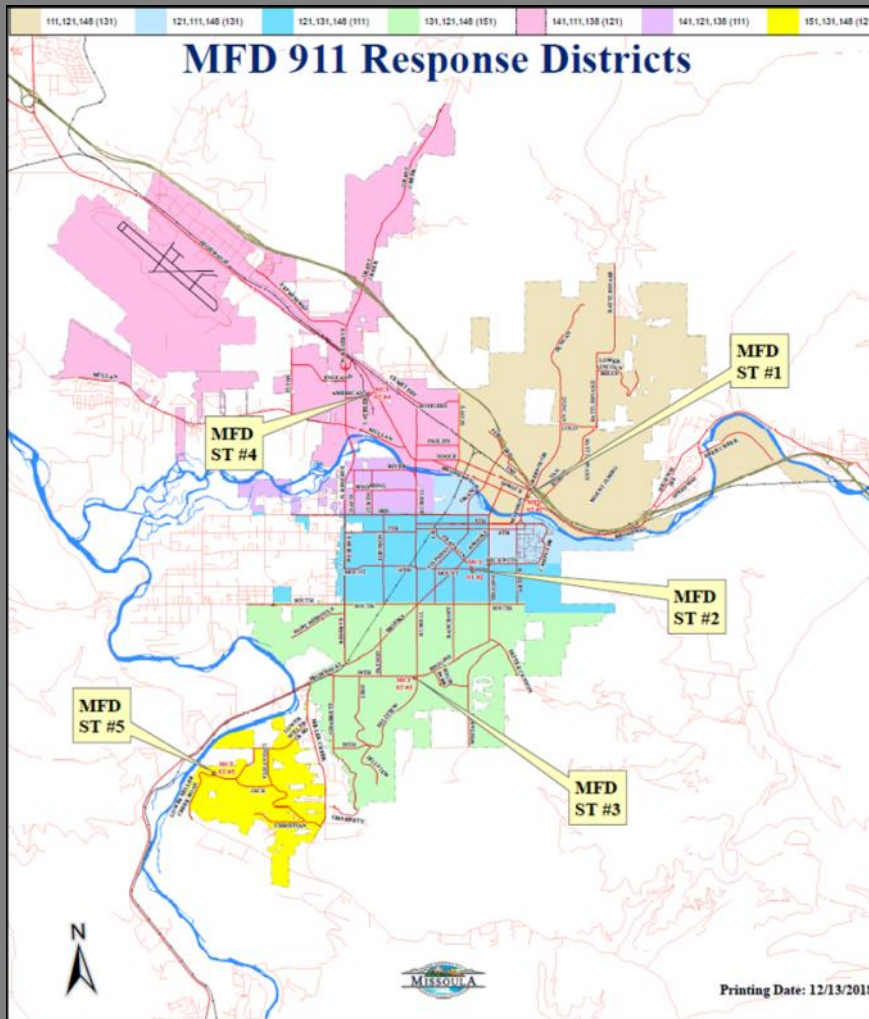
The NFPA 1710 Standard measures the moment a call is received by a dispatcher to the time responders arrive on-scene. To meet standard, a department must meet the goal time 90% of the time. The chart below details MFD's performance in 2018 by this standard. In 2019, MFD made a push to greatly improve our call processing time to better meet the NFPA 1710 Standards and it is our goal to continue to push to meet these standards moving forward.

MFD RESPONSE PERFORMANCE BY STATION AREA JANUARY 2019-DECEMBER 2019

Station Area	Average			90th Percentile		
	Turnout Time	Travel Time	Total Response Time	Turnout Time	Travel Time	Total Response Time
MFD - Station 1	0:01:06	0:03:52	0:04:57	0:02:01	0:06:40	0:07:56
MFD - Station 2	0:01:09	0:03:53	0:05:01	0:01:53	0:05:50	0:07:19
MFD - Station 3	0:01:06	0:04:02	0:05:08	0:01:57	0:06:15	0:06:14
MFD - Station 4	0:01:08	0:04:13	0:05:21	0:01:55	0:06:54	0:08:13
MFD - Station 5	0:01:13	0:06:38	0:07:51	0:02:10	0:09:40	0:10:24

Response Element	NFPA Recommendation	MFD 90 th Percentile
Call Processing	60 Seconds @ 90 th Percentile	0:03:23
Turnout Time	60 Seconds @ 90 th Percentile for EMS 80 Seconds @ 90 th Percentile for Fire	0:01:54 0:01:49
Travel Time	4 Minutes @ 90 th Percentile	0:06:42
Travel Time – Full First Alarm (Fire Suppression Incident)	8 Minutes @ 90 th Percentile	0:09:37



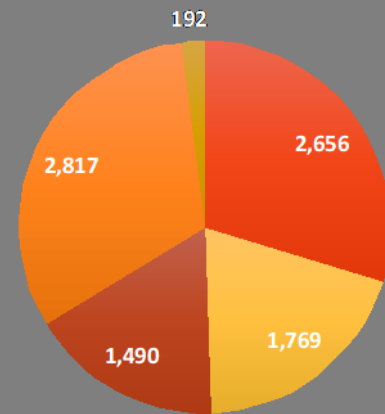


FIRE STATIONS & FACILITIES

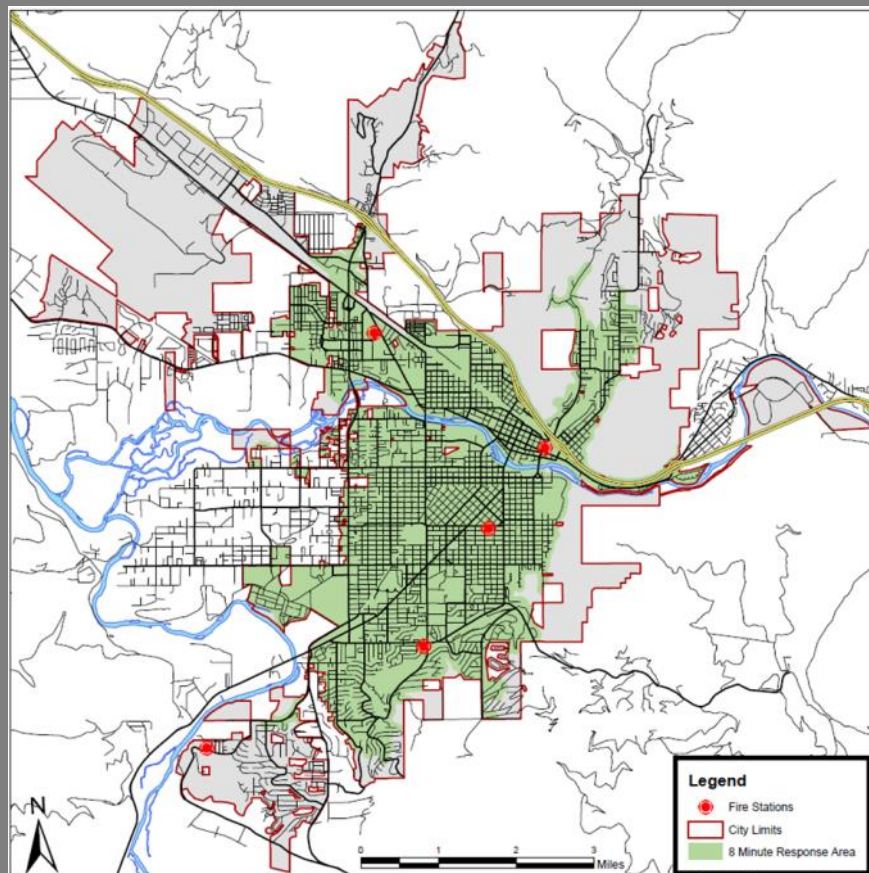
Strategically-placed fire stations across our service area maximize coverage and minimize response time.

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

Total Responses, 2019

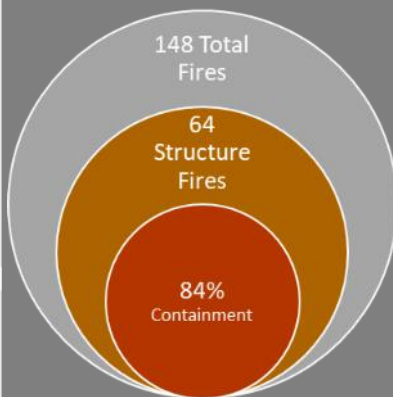


■ Station 1
 ■ Station 2
 ■ Station 3
■ Station 4
 ■ Station 5



FACILITIES & APPARATUS

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



FIRE

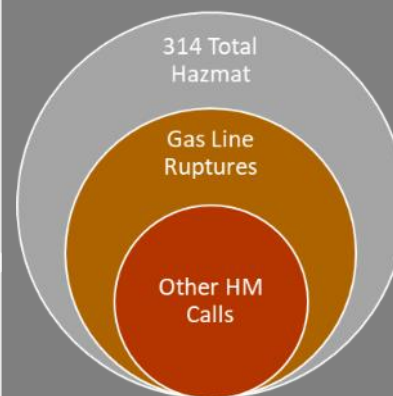
Missoula saw 64 structure fires in 2019. Of those, 84% of the time, the fire was confined to the room of origin - a 4% increase from 2018. Firefighters work quickly to control and extinguish fires in homes, outbuildings, apartments, commercial structures and vehicles.



RESCUE & EXTRICATION

Specially-trained and equipped teams of firefighters are prepared for a variety of rescue calls. In 2019, these teams responded to 17 calls for rescue.

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



HAZARDOUS MATERIALS

All firefighters are qualified at the hazardous material (HM) operations level and twelve MFD firefighters are hazardous material technician certified. MFD responded to 314 hazardous materials calls in 2019. Most HM incidents dispatch a single engine company to investigate. Other HM incidents (i.e. gas line ruptures, power line response, and vehicle clean ups) involve the assistance of agencies across the county and multiple MFD units.

PUBLIC EDUCATION: FIRE AND LIFE SAFETY PROGRAMS

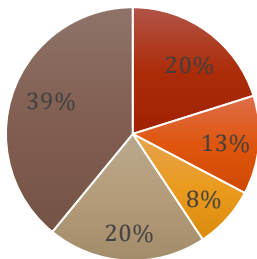
While most fire education falls under the responsibility of our Prevention Bureau, Operations provides a joint effort in spreading messages of fire safety, particularly to children.





Scaling and Rescue Training Exercise

Training Hours by Type



- EMS Training Hours
- Rescue Training Hours
- Wildland Training Hours
- Level 1 Training Hours
- Other Training Hours



Night Operations Training at MFD Station 4

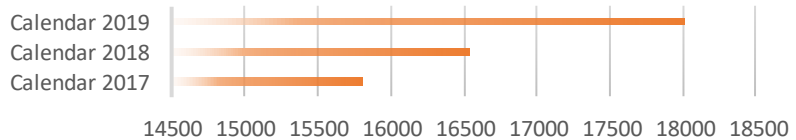
TRAINING DIVISION

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

18,000+ Hours of Training Logged

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

3-YEAR TRAINING CHART



2019 TRAINING HIGHLIGHTS

MFD training needs are determined by Missoula's continued growth, changes in fire service, as well as evolving social and cultural climates. Some of the 2019 training highlights include:

Command Level Training

⇒ MFD sent 10 members to a Command Level Training for BCs and Captains. This delivered valuable skills for our officers in charge of large emergency scenes.

In-House Battalion Chief (BC) and Captain Course

⇒ BC and Captain training provided attendees with skills for working in the "acting BC" and "acting Captain" role. BCs operate as emergency operations shift command and Captains operate as station and engine command at MFD.

Off-Duty Firefighter Skills Training

⇒ Hosted first large off duty firefighter skills training day. In the typical work-day MFD is unable to provide uninterrupted training due to call volume. This opportunity gave our members time to dedicate a full day to training evolutions and drills.

New Recruit Training

⇒ MFD welcomed 3 new firefighters that, for the first 3 months of their stay at MFD, are under full time command of the Training Division before moving to an engine.



2019 EMS HIGHLIGHTS

Endorsements

- State of MT Medication, Airway, and IV endorsements completed for all MFD members

Active Attack

- Active Attack refresher completed for all MFD members.

Joint Work with Missoula Emergency Services

- Integrated joint training in Pit Crew CPR, Traumatic Arrest, and Chest Pain.
- Implementation of Med10 for MESI and developed agency command collaboration.
- Updated EMS Protocol, Procedure, and Medication documents.

New Gear

- Improved EMS training bays on all front-line engines.
- Upgraded Wildland EMS bags on all wildland apparatus.

CPR

- MFD also hosted bi-weekly 20 CPR courses to the public - 182 students.

High quality emergency medical services (EMS) are delivered by MFD Emergency Medical Technicians (EMTs) and Paramedics to our citizens every day. In 2019, Missoula Fire Department responded to **5925** emergency medical calls (an average of **16** per day) for a wide range of issues such as:

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

5925 EMS Responses

16 EMS Calls Per Day Average

EMERGENCY MEDICAL SERVICES





THE FIRE PREVENTION BUREAU (FPB)

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

FIRE CODE ENFORCEMENT

The FPB completes life and fire safety compliance inspections intended to identify breaches in fire code. The FPB begins code enforcement at the plan review stage. 2019 brought a second electronic plan review system to the bureau office for internal plan reviews for contractors.

Moving forward, the bureau is seeking opportunities to better track the mandatory servicing of Fire Suppression and Alarm systems. Often, annual servicing is not completed resulting in malfunctioning systems. The office will work with a software team to integrate a new service that offers the best components in the industry to alleviate the presence of unserved systems.

In 2019, the FPB placed an emphasis on reducing the number of false alarm calls reported in occupancies by enforcing fines for multiple false alarms within the fiscal year.

An updated set of Fire code is expected to be adopted by the State of Montana and the City of Missoula in 2020.

PUBLIC FIRE & SAFETY EDUCATION

Annually, the FPB partners with the Missoula County Fire Protection Association (MCFPA) to coordinate and present two fire safety education programs to Missoula County's youth; Match Safety to first graders in spring and Firefighter Puppet Shows to Kindergarten in the Fall. In 2019, the FPB brought a brand new puppet show to kindergarteners to refresh the decade-old program.

In 2019, the FPB also joined the Wildfire Preparedness Committee, which brings together fire protection agencies across Missoula County and the surrounding regions to help homeowners identify risk and prepare for and prevent the spread of wildfire in their own back yard.

FIRE CAUSE INVESTIGATION

FPB performs routine fire investigation following every MFD responded fire incident in effort to determine and report on the origin and cause of fires. In 2019, the FPB also assisted one of its members to go through the Certified Fire Investigator (CFI) Program through to completion. This member was the first in the department to receive this accreditation.

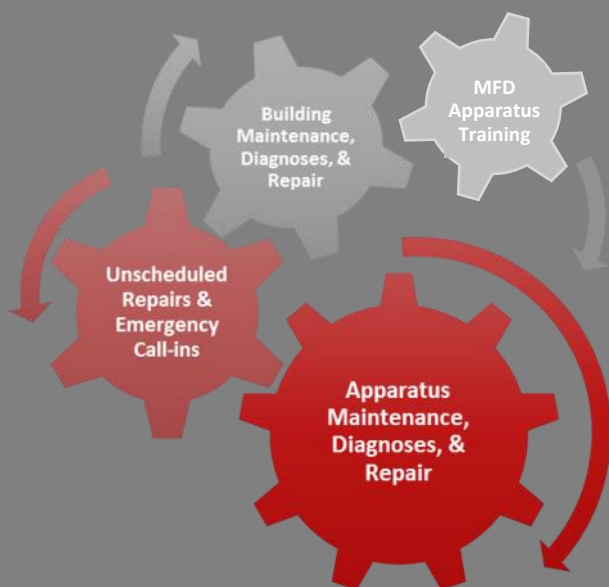




THE MAINTENANCE DIVISION

The Maintenance Division is responsible for repair and maintenance of fire department apparatus, equipment and fire facilities. Coordinating warranty and outside repair work, vehicle procurement, firefighter driver and pump training and other responsibilities deemed necessary by administration.

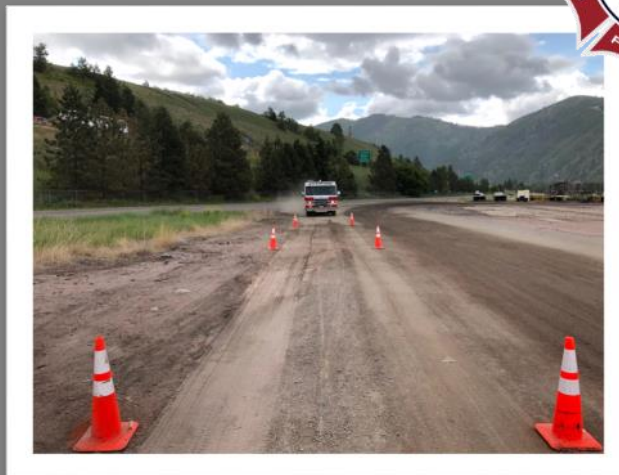
MFD Maintenance Division personnel are cross-trained in firefighting/EMS, vehicle/facility repair and maintenance. They are considered firefighters first, but their primary duty is to keep the fire apparatus response ready.



MAINTENANCE TRAINING AND CERTIFICATIONS

MFD follows NFPA1071, Standard for Emergency Vehicle Technician (EVT) Professional Qualifications. The Master Mechanic is currently working towards EVT III and Ambulance EVT I certifications and both Assistant Mechanics are working toward these certifications in the near future.

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



2019 GOALS AND ACCOMPLISHMENTS

- Added 1 full time employee (FTE): Assistant Mechanic
- Outfitted all front line engines with Active Shooter gear
- Completed Station 4 fuel tank
- Outfitted 2 staff trucks with lights and sirens
- Purchased new radios and helmets for the rescue watercraft (RWC)
- New hydraulic winch to raise and lower RWC's
- Added a new mechanic outfitted pickup and a set of tools to the maintenance bay for the new FTE. An additional truck is still needed with the loss of an engine in an existing vehicle. No replacement is currently scheduled
- Purchased a new type 1 (in the build process)
- Purchased a new type 2/3 (in the build process)
- Reduced active repair requests by 65%
- Received a Polaris Ranger 6x6 from state surplus and painted and outfitted it for response
- Sent both Assistant Mechanics to Salem, Oregon for training - both successfully passed their EVT test up to level 2
- New LED lighting in Station 2 bay for energy efficiency

Challenge	>	Solution/Goal
An aging wildland fleet with multiple breakdowns and repairs	>	MFD is working to replace the fleet over the next several years. The first scheduled replacement is the Type 2 purchased this calendar year and MFD hopes for a type 6 in the coming budget year.
Limited space for maintenance and repairs	>	Add an additional maintenance bay and mechanic's vehicle is needed for adequate repair work.
Fire Station aging challenges	>	Station 1's boiler system, Station 4's HVAC system, and Stations 1 & 2 roof issues all need to be addressed, but budget challenges and time constraints cause consistent problems for the Maintenance Division.



FACILITIES

MFD FIRE STATIONS & FACILITIES



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



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



Station 2: 247 Mount Ave



Station 5: 6425 Lower Miller Crk Rd. Training Room



Station 4: 3011 Latimer St. Maintenance & Training Grounds



Station 4 Burn Tower: Training Facility



MFD Boat House: Storage



2019 Community Highlights of MISSOULA FIREFIGHTERS (IAFF L271)



- ⇒ **Missoula Firefighters Benevolent Association (MFBA)** - MFBA is committed to supporting organizations and individuals throughout our community and within our fire service community. MFBA awarded \$2250 in scholarships and provided a helping hand in times of distress in 2019.
- ⇒ **"Fired up for Kids"** originated out of Local 271's desire to give a hand-up to our Missoula K-5 youth. Fire Up for Kids raises money for the less fortunate kids of Missoula. The organization focuses on a comprehensive list of kids from area schools who could use a day of positivity.
- ⇒ **MCPS Silverwood Trip** - L271 brought 41 of Missoula's 5th and 6th graders to Silverwood Theme Park in Coeur d'Alene, ID.
- ⇒ **Scott Firefighter Stair Climb** - MFD's team raised \$11,000 for the Leukemia and Lymphoma Society! The competition was stiff, but MFD still returned home as the overall fastest team!

- ⇒ **Missoula Veterans' Retreat** - In it's 11th year, MFD's firefighters led a group of about 40 veterans from the Missoula area that took part in an all-expense-paid ski trip to Discovery for the Missoula Outdoor Veterans Retreat, sponsored by a host of local businesses.
- ⇒ **Muscular Dystrophy Association (MDA)** - The IAFF and MDA have a 60+ year partnership in filling the boot on behalf of this great charity. Missoula firefighters hold an annual event on our streets to fundraise money in an effort to make a true difference in the lives of so many. In 2019, L271 raised just over \$17,000.
- ⇒ **Fire on Ice** - the event raised around \$12k to benefit the Wildland Firefighter Foundation and the Missoula Firefighters Benevolent Association.
- ⇒ **Community Pancake Breakfast** - Hosted the 5th Annual free pancake breakfast on neighbor, University of Montana's, Homecoming day. Firefighters prepared and served pancakes and other breakfast treats as a simple way of saying thanks to the public for their support.
- ⇒ **Post fire support for families and individuals** - Crews are often able to supply families with immediate financial aid. As well as refer families to various local resources.



MISSOULA FIRE DEPARTMENT GOALS MOVING FORWARD



TRAINING:

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

EMS:

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

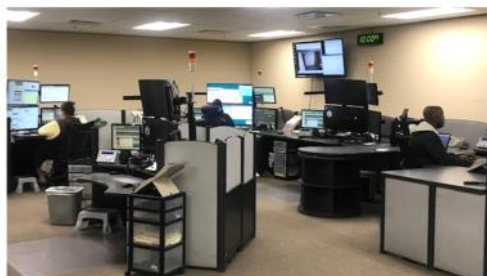
FIRE PREVENTION:

- ⇒ Support continuing education and certification for plan & fire protection system review to meet industry standards.
- ⇒ Review business licensing fees. Reasonable inspection costs may be recovered & reinvested
- ⇒ Identify and inspect high-risk occupancies annually with certified fire inspectors
- ⇒ Optimize time management and scheduling of MCFPA school education programs.
- ⇒ Maintain existing pre-plan program and seek opportunities for enhancing end-user utility.

FACILITIES & MAINTENANCE

- ⇒ Allocations for Maintenance Division equipment, maintenance bay, and vehicles.
- ⇒ Budget and prepare for updates to wildland fleet and needed facility repairs.
- ⇒ Support continuing education and certifications for EVT mechanics.

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



LOOKING FORWARD