

Home Fire Preparedness Campaign

Mobilize Guide

Disaster Cycle Services Job Tools

DCS JT PRE/MTC



August 2014



Change Log

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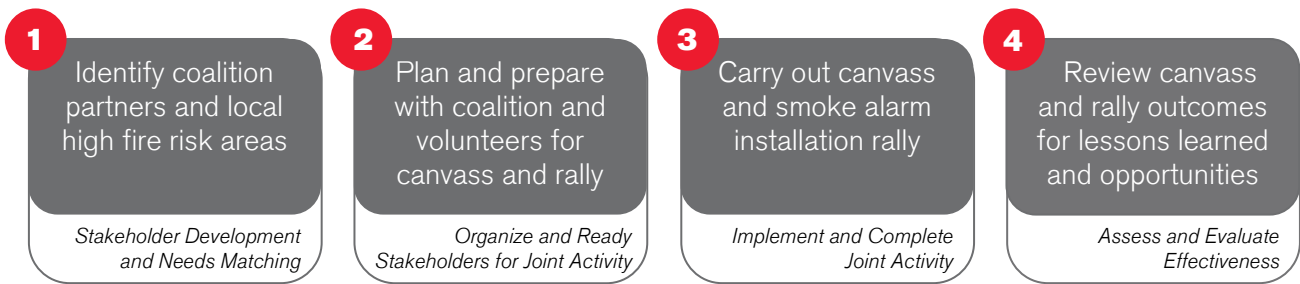
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Introduction

This guide contains instructions and tools for mobilizing the community to engage with and carry out local Red Cross Home Fire Preparedness Campaign activities. Specifically, this guide focuses on how to develop a coalition of partners by aligning with current local home fire preparedness initiatives, leveraging existing relationships and building new ones. It also provides guidance on how to mobilize individuals to take action in their own lives and to volunteer for campaign events. This is a supplement to existing resources such as the Home Fire Preparedness Campaign Launch Planning Guide for Program Leaders and links to resources focused on other aspects of the campaign, such as canvass and rally event planning.

Mobilize Process

The Mobilize Guide, along with other campaign tools found on the main [Home Fire Preparedness Campaign Toolkit](#) on The Exchange, provides support for applying the four main steps of the Mobilize process to effectively mobilize community stakeholders and resources to achieve campaign goals. Shown below are the steps applied to one of the campaign cornerstones, the planning and execution of a pre-rally canvass and a smoke alarm installation rally, which provides preparedness information and free home smoke alarm installation in targeted vulnerable neighborhoods.



Campaign Summary

Home fires are the biggest disaster threat facing American families, affecting more people yearly than floods, tornadoes and hurricanes combined. Annually home fires cause, on average, 2,500 deaths and nearly \$7 billion in property damages.¹ The majority of the nearly 70,000 disasters the Red Cross responds to each year are home fires.

Over the next five years, the Red Cross and its partners are carrying out a nationwide campaign that will combine new technology and innovation with old-fashioned neighbor-to-neighbor outreach to save lives, reduce injuries and cut down on needless losses from home fires.

Campaign Goal: Reduce the number of fire deaths and injuries in the United States by 25% within five years

Campaign Cornerstones

The Red Cross and its partners are mobilizing to carry out three cornerstones of the campaign strategy:

- Door-to-door canvassing, installation of smoke alarms and completion of home safety checklists and plans in vulnerable neighborhoods,
- Engagement of youth in classrooms and after school with technology, challenges and science-based education,
- Marketing campaign to motivate individuals to take action to save themselves, their families and their neighbors by testing smoke alarms and practicing evacuation plans.

At present, the toolkit focuses mainly on how to mobilize a coalition to support the first cornerstone. Additional guidance around all three cornerstones will be developed and added in the future.

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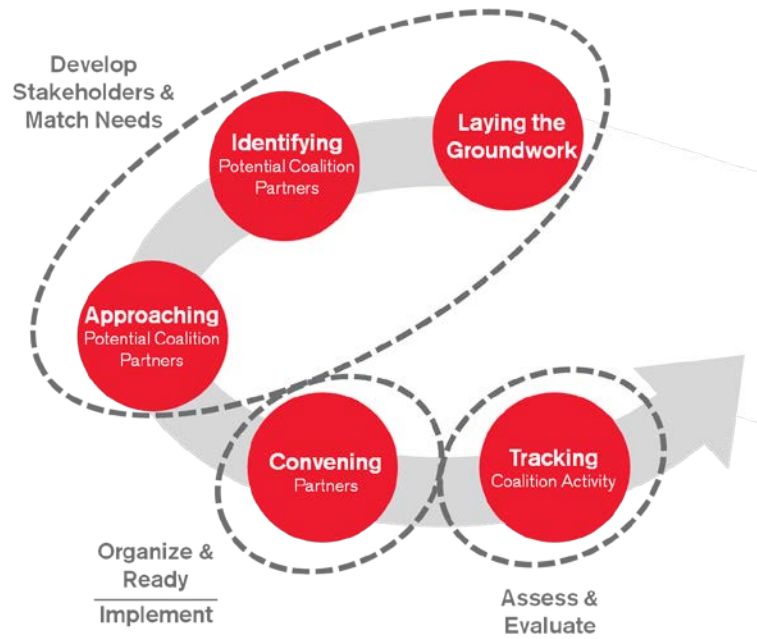
Author: Prepare/Mobilize Process

Guide to Mobilizing a Local Coalition

A strong and engaged coalition of local partners is essential to achieving the campaign goals of saving lives and reducing injuries due to home fires. Close collaboration with partners in the development, planning and implementation of local campaigns will help to ensure that community stakeholders are invested and ready to commit resources to carry out the various program elements of the campaign.

The Red Cross brings its trusted brand, subject matter expertise, volunteer and material resources to the table, but to achieve our objectives, wide community participation is needed. Developing a coalition of partners, in alignment with any existing local initiatives, will bring a deeper understanding of community characteristics and knowledge of community strengths and assets to campaign activities. Partners will also provide valuable insights and connections to other local networks to help advance campaign goals.

While this guide is intended to serve as a roadmap for how to mobilize a home fire preparedness coalition in your community, remember that invitations to join the coalition are good opportunities to begin building the foundation for a partnership that extends to other Red Cross activities beyond the Home Fire Preparedness Campaign.



Laying the Groundwork

Develop your local campaign and coalition strategies collaboratively with partners, but give some thought in advance to key campaign elements and various coalition operating strategies. That will facilitate better discussion when your coalition convenes for the first time. Consider the items below before your first meeting to help spur dialogue with partners around how to define your local campaign and structure your coalition.

Actions & Considerations

- **Campaign activities and timing:** Review the Campaign Launch Planning Guide for campaign cornerstone activities, and think about ways they might be undertaken in your area. Brainstorm other types of home fire preparedness activities that could be appropriate in your community. Consider whether it would make sense for some campaign activities to coincide with existing local events (e.g. a home fire preparedness/awareness table at a community festival). Add these ideas for activities to the pool of ideas your future coalition partners will generate when it comes time to discuss campaign strategies.
- **Environmental scan of existing initiatives and resources:*** Understand what, if any, existing fire safety/preparedness initiatives (and their sponsoring organizations) are in your community with which the campaign should align and collaborate. Determine the availability of smoke alarms for use in smoke alarm installations. Once the environmental scan is complete, keep track of the resource gaps that exist, as this information will help you determine who to invite to participate in the coalition and who else in the community you may want to engage to mobilize the needed resources.

- **Identify vulnerable areas:*** Use the data provided by national headquarters, to start mapping target areas for campaign activities. Other helpful data will be historic fire activity, blighted areas and low-income neighborhoods (research shows these characteristics are indicators of high home fire risk). The coalition will be essential for continuing to refine the target areas for program delivery based on knowledge of community characteristics and leaders, political climate and cultural considerations.
- **Identify coalition model:** Think about the models that might be appropriate for the coalition based on the stakeholders in your community and the phase of forming your strategies and campaign. Two common approaches are:
 - *All-inclusive (larger)* – This type of coalition would include representatives of many stakeholder groups in your community. Depending on size, this coalition may need to break into subcommittees for various campaign activities.
 - *Core planning (smaller)* – This type of coalition involves those organizations that can contribute substantial information and resources important to overall campaign strategy and to planning, organizing and implementing campaign activities. This group will recruit others as needed on a limited or event basis, to ensure community needs are met for each campaign activity.
- **Get ready to mobilize the local coalition:**
 - *Campaign pitch:* Think about how and with what resources you will explain the overall campaign and local strategy to potential partners. Why should they involve themselves in the campaign? The *Campaign Promotional Materials* section later in this job tool provides useful tips for potential partner buy-in.
 - *Campaign goals:* Under the umbrella of the main campaign goals, consider local goals that will contribute to achieving the main goals. Partners should participate in defining geographic and population targets for program activities. Specific metrics can be developed to help manage local coalition progress and promote coalition impact (e.g. campaign participation in # of community events, outreach to # of different neighborhoods, presentations to # of community groups, involvement of # of youth in campaign activities, # of smoke alarms installed, # of fire escape plans developed, etc.). Guidance around the common metrics to track by all local campaigns nationwide is forthcoming.

**You have already undertaken an initial effort to identify these items for the August 8 campaign milestone; your coalition partners will contribute their own insights to these areas once the coalition is convened.*

Identifying Potential Coalition Partners

The most effective community coalitions are well representative of broader community interests and needs, and represent diverse perspectives and experience. Work to ensure that you invite organizations that represent the many different stakeholder groups in your community. Use the [Potential Local Partners Matrix](#) in this guide to generate a list of prospective local partners that might benefit your coalition. Organizations will have different strengths and constituents. They can help you carry out different kinds of campaign activities and reach different audiences.

Ensure that each coalition includes local fire departments. Also include a combination of local partners who have reach among diverse communities including African Americans and Latinos, those who are Limited English Proficient (LEP), immigrant populations and people with access and functional needs.

Step-by-step guide to identifying potential partners

1. **Fire departments:** Participation of local fire departments is vital to campaign success. Fire departments are not only subject matter experts and have intimate knowledge of community fire hazards and vulnerabilities, but also have the trust of the community on issues relating to fire

safety. The [Campaign Launch Planning Guide](#) has detailed guidance on engaging your local fire departments.

2. **Existing support:** Next, look to your current list of established partners that the region has developed to start forming the basis of the coalition.
3. **Building new relationships:** The [Potential Local Partners](#) section provides suggestions on types of local organizations and stakeholders with whom you may want to establish a connection, as well as a tool to identify resource needs and prioritize partner outreach. The following are useful to consider when developing potential partner lists.
 - **Resource needs:** What campaign resource needs are still unmet (e.g. smoke alarms, batteries, installation tools, canvassing materials, event volunteers, community champions, etc.)?
 - **Activities:** What organizations or businesses may want to help carry out program activities? Who can help with volunteer management? Who has access to youth or the potential target neighborhoods? Who are the community leaders and champions who could promote activities, especially to constituent groups at risk? Think about the various needs your campaign activities might have and what partner resources would be useful in meeting them. Coalition partners will have insights to provide on matching campaign needs with community resources when you convene to discuss.
 - **Supportive community environment:** Coordination with local government and elected officials, as well as business leaders and other community figures, is important to fostering a supportive environment for the campaign. These relationships can also aid in connecting the campaign to other relevant community-wide initiatives.
 - **Target groups:** Think about what groups may make sense to target for campaign involvement or preparedness education in your community (e.g. youth, specific neighborhoods, seniors, etc.), and what organizations might best help you reach them (e.g. the area community center, business improvement association or local religious centers if you are trying to reach a target neighborhood).
4. **Gaps:** After developing a list of potential coalition partners, review and assess to determine if there are any gaps in terms of stakeholders represented or resource needs. If so, what other organizations might be able to help fill them? Coalition partners will be excellent resources for identifying gaps and determining who among their peers might be able to fill them.

Approaching Potential Coalition Partners

Once you have identified potential partners, think strategically about how to approach them.

Step-by-step guide to approaching potential partners

1. **Establish contact:** Start with your pre-existing point of contact if you have an established relationship. (When contacting, remember to include the Disaster Program Manager, partner relations worker or regional contact they work with most often. This will ensure everyone is working in tandem.)
2. **Pitch campaign:** Explain the nationwide Red Cross Home Fire Preparedness Campaign and why participation is so important. (Make use of campaign promotional materials as appropriate).
 - Explore whether there is an existing initiative to install smoke alarms and provide safety education and seek to align with it. If not,
 - Invite them to join the Red Cross and other partners in this life-saving effort.
 - Identify resources such as smoke alarms, human resources to canvass and install alarms, or others you have targeted as campaign needs.
3. **Discuss participation:** Highlight some of ways that partners can contribute to the campaign. As appropriate, ask for help with specific items or mention that they will be addressed at a future coalition meeting and that you look forward to hearing their thoughts. Also be receptive to exchanges of support for partner-led activities, and the kinds of support (e.g. logistical) you may be able to offer partners to help facilitate their participation in campaign events. The following list provides ways that partners may want to participate:

- Selecting target communities (from among those you previously identified and others identified by coalition partners).
 - Planning and coordinating campaign events, especially the smoke alarm installation rallies.
 - Sharing template job descriptions for volunteers to aid in understanding and recruiting.
 - Recruiting and assisting with training of volunteers.
 - Supplying resources.
 - Increasing awareness of the event. Some partners and stakeholders may not have the human resources to assist in home visits and installations, but they may be willing to show support or put up signs, or reach out in other ways to the neighborhoods targeted for smoke alarm installations.
 - Installing smoke alarms. Going door-to-door with trusted community partners and stakeholders can help community members feel more comfortable with in-home visits.
 - Improving the project. Engage partners and stakeholders in evaluating the project and providing feedback.
4. **Participation decision:** Answer any questions they may have about the campaign, coalition and participation opportunities. Discuss if the coalition partner role/other participation options and the organization are well matched at this time.
- **If they join the coalition,** identify the appropriate contact person for coalition activities and obtain contact information. If it is a different individual, ask your initial contact to connect you.
 - **If they do not join the coalition,** ask if they would still like to be kept informed of upcoming campaign events or of other opportunities to become involved.
5. **Other organizations:** Ask if there are other organizations they feel would be valuable to invite to join the coalition. If so, would they be willing to make an introduction?
6. **Thank you:** Thank the organization, regardless of the outcome of your conversation. Welcome further suggestions or other opportunities for partnering in the future across the Disaster Cycle or other lines of service. Close the conversation with a positive interaction by thanking them for the service they provide to the community.

Remember that organizations may choose not to participate directly in the coalition or broader campaign for many reasons including limited resources, but individuals are often willing to give advice. Seeking advice of partners can be a valuable initial relationship that may evolve in the future.

Convening Coalition Partners for Joint Activities

Once your coalition partners have committed to participating, it is time to bring them together to develop your local campaign and coalition strategies. These strategies will guide campaign efforts going forward.

Actions & Considerations

- **Plan a coalition kickoff meeting:** Identify a date and send invitations for a kickoff meeting to discuss and collaboratively define the following (the items you identified and brainstormed in the “laying the groundwork” phase will join those generated by coalition partners for discussion):
 - How the coalition will operate:
 - What the coalition leadership will look like
 - Project management and monitoring processes
 - How the coalition will communicate (meetings, regular email updates, etc.)
 - If large all-inclusive, the potential need for working committees or various activity teams. If smaller core planning, outreach and scaling up for larger activities
 - Local campaign goals
 - Local campaign target areas
 - Local campaign activities and high-level timelines

- Follow up meetings as needed to refine goals, targets and timelines; to assess resources and identify ways to fill any gaps; to support activity planning and execution; etc.
- Opportunity to endorse the local coalition letter
- **Define roles:** Make sure to work together with each partner to identify how they can best contribute. Collaboratively define their role in the campaign according to the campaign strategy the coalition develops.
- **Project management:** Ensure the coalition has a clear project management process in place for activity planning and delivery. (See, [Campaign Activities](#) for more information).
 - Determine activity timing
 - Identify coalition participants, roles and responsibilities and resource needs for each activity. Recruit new partners and participants as needed to fill any resource gaps for activities
 - Plan in advance to collect metrics and measure the effectiveness of campaign activities. (See the [Campaign Reporting](#) section in this guide for more information)
- **Ongoing coordination:** Ongoing coordination is necessary to maintain campaign momentum. Schedule regular follow up meetings and conference calls to ensure program activities are managed effectively and partners remain engaged. This is a five-year campaign, so it is important to maintain coalition partner relationships over time.
- **Training and support:** Provide appropriate resources and training for partners and volunteers for campaign events. (See, [Guide to Mobilizing Volunteers](#) in this document for more information).
- **Communication:** Remember the importance of clear, regular communication with coalition partners as well as communication with interested parties not officially members of the coalition.
- **Recognition and celebration:** Be sure to recognize partner and volunteer contributions and to celebrate key achievements throughout the campaign. Whether it is a celebratory event, a press release announcing a key goal met, distributing Red Cross pins to coalition partners as a token of appreciation, etc., make sure to publically acknowledge important campaign contributors and successes.

Tracking Coalition Activity

Tracking campaign activity is the best way we can measure campaign progress and learn how to improve our services for future programs. A brief set of metrics for tracking coalition partner activity and resource provision will be developed and included in forthcoming campaign tools.

See the [Campaign Reporting](#) section in this guide for more information on campaign tracking tools and strategies.

Local Coalition Letter Template

This letter template can be used as part of your outreach efforts to introduce the home fire preparedness campaign and demonstrate local organizations' support of the coalition.

The letter can be downloaded as a separate document under the "Mobilize" section of the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange.

National Campaign Partners

Outreach is underway to national partner organizations to discuss participation in the Home Fire Preparedness Campaign. A table of national partner organizations that have signed on to the national endorsement letter at this time, as well as types of support they may be able to offer the campaign and decisions made about how they plan to participate will be forthcoming and available on the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange. The latest version of the national endorsement letter can be found on the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange. Consider reaching out to local affiliates of these organizations to have a conversation about any existing home fire preparedness initiatives they might have, potential alignment with these efforts, and campaign participation opportunities.

Unless otherwise indicated in the table, outreach should go through your current local contact if you have an existing relationship with a local affiliate. If you do not have an existing relationship, please use the contact method listed in the table. The table will be updated and further guidance provided as new partners sign on to the campaign.

Remember that even if an organization may not be able to or chooses not to participate directly in the campaign at this time, they can still be valuable sources of advice about campaign activities, such as effective methods for engaging particular target areas or populations. Asking for advice can be a good foundation for more direct participation in the future.

Potential Local Partners

The matrix on the next page identifies various types of potential partners that may exist in your community, what resources they might be able to offer your campaign, and what specific campaign activities/functions those resources could support.

The matrix can be used as a tool to help catalogue existing campaign resources and identify gaps. Use the editable Partner and Resource Tracking spreadsheet that can be downloaded from the [Home Fire Preparedness Campaign Toolkit](#). Update the matrix, as needed, throughout the campaign to assess resource needs.

1. Populate the matrix with the specific local organizations you identify, resources they may be able to contribute to the campaign, and what campaign activities those resources would support. Update the matrix as partners are secured and new potential partners are identified.

WHY WE PARTNER

- **Strengthen coordination** among community organizations to identify and reach households most likely to experience death and injury from fire;
- **Enhance the capacity** of the Red Cross to meet smoke alarm installation and fire preparedness education goals;
- **Increase expertise** by sharing advice and resources to help design and implement canvassing, installation and education activities;
- **Extend the reach and trust** of the Red Cross and partners by drawing on the cultural competence of coalition partners so that volunteers are able to access homes, meet with diverse residents, and communicate effectively.

2. Populate the campaign activities list with those that your campaign will carry out, the associated resources necessary to plan, organize and implement these activities, and the status of resource needs. Update the list as resources are secured and new activities identified.
3. Review the matrix and your list of needed resources to highlight what is currently available and where resources are needed. The frequency or urgency of resource needs can be used to help prioritize outreach to potential coalition partners. For example, if the matrix shows that there are no confirmed partners that have access to large groups of potential volunteers capable of walking two to three miles for the pre-rally canvass, which is a high priority need, then look for additional partners that may have that access.

Potential Local Partner Matrix

Potential Local Partner	Potential Resources to Mobilize				Potential Activities to Support
	Human	Information	Social	Material and Financial	Activities
Fire Department and Public Safety Agencies	Volunteers Program Planning and Coordination	Knowledge of community related to high home fire incidents	Connection to local government	Possible smoke alarms, tools for installation, and home safety materials; May have financial resources to purchase smoke alarms	Community Outreach, Youth Programs, Canvass, Installation Rally, Installing Smoke Alarms
Social Service agencies working with low income residents, including: <ul style="list-style-type: none"> • Food banks • Faith-based social services • County services for health and mental health • Home care for the elderly • Assisted living groups. 	Inclusion into services with target population Planning and coordination of program elements	Reach to key populations with increase home fire risk	Connections to other social service agencies	To explore any available resources	Community Outreach, Canvass, Installation Rally
Community Development Agencies and Neighborhood Revitalization Organizations	Volunteers Program planning and coordination	Community & neighborhood knowledge, access to community agencies and projects	Connection to business community and other than EMA local government agencies	Funding for community improvement projects	Community Outreach
Corporate/Businesses <ul style="list-style-type: none"> • May be a very relevant opportunity for local insurance agencies 	Volunteers Program planning and coordination			Financial resources through sponsorship of smoke alarms and marketing materials In-kind donations	Community Outreach, Canvass, Installation Rally

Potential Local Partner	Potential Resources to Mobilize				Potential Activities to Support
	Human	Information	Social	Material and Financial	Activities
Religious Institutions	Volunteers	Community & neighborhood knowledge	Channel to neighborhood residents		Community Outreach, Youth Programs, Canvass, Installation Rally
Community Centers and Neighborhood Associations	Volunteers Program Planning and Coordination	Community & neighborhood knowledge	Channel to neighborhood residents	Donation or procurement of smoke alarms and batteries Loan of supplies, staging areas in neighborhoods	Community Outreach, Youth Programs, Canvass, Installation Rally
Youth Organizations <ul style="list-style-type: none"> • Boys and Girls Clubs • YMCA and YWCA • Sports Associations • 4-H Councils • Homeschool Associations 	Volunteers		Channel to youth, particularly those in target population	Donation or procurement of smoke alarms and batteries Loan of supplies, staging areas in neighborhoods	Community Outreach, Youth Programs, Canvass
School District	Program Planning and Coordination		Channel to youth	Donation or procurement of smoke alarms and batteries Loan of supplies, staging areas in neighborhoods	Community Outreach, Youth Programs, Canvass
Tribal Leadership	Program planning and coordination Volunteers	Community knowledge, cultural relevancy	Channel to community	Donation or procurement of smoke alarms and batteries Loan of supplies, staging areas in neighborhoods	Community Outreach, Youth Programs, Canvass, Installation Rally

Potential Local Partner	Potential Resources to Mobilize				Potential Activities to Support
	Human	Information	Social	Material and Financial	Activities
VOAD/COAD membership	Program planning and coordination Volunteers	Community knowledge	Connections to other agencies	Donation or procurement of smoke alarms and batteries Loan of supplies, staging areas in neighborhoods	Community Outreach, Youth Programs, Canvass, Installation Rally
Advocacy Organizations representing a variety of stakeholders, such as <ul style="list-style-type: none"> Ethnic and cultural communities Seniors Individuals with access and functional needs 	Program planning, Expert volunteers, volunteer recruitment	Community Knowledge, Communication Channels	Connect to community organizations and leaders, Endorsement of effort	Expertise	Community Outreach, Expertise, Volunteer Recruitment
Veteran Groups	Volunteers				Community Outreach, Youth Programs, Canvass, Installation Rally
Union Organizations	Volunteers				Community Outreach, Youth Programs, Canvass, Installation Rally

Campaign Activities and Resource List

Activity	Resources Required	Need Priority
(Example Only) Pre-Rally Canvass <i>***Event guides are forthcoming with guidance around actual resource inputs needed***</i>	<i>Canvass Coordinator</i>	<i>Have</i>
	<i>Canvass Volunteers</i>	High
	<i>Volunteer Instruction Guides</i>	<i>Medium</i>
	<i>Door Hangers</i>	<i>Have</i>
	<i>Canvass Data Organizer</i>	<i>Low</i>
(Example Only) Neighborhood Targeting for Smoke Alarm Installation Rally	<i>Knowledge of neighborhoods</i>	High
	<i>Knowledge of local historic fire activity</i>	<i>Have</i>
	<i>Knowledge of local socioeconomic data</i>	<i>Have</i>

Guide to Mobilizing Volunteers

A number of resources are in development to aid in mobilizing volunteers to participate in campaign events and to take action in their own homes and neighborhoods.

Team Red Cross Volunteer App – Home Fire Preparedness Campaign Missions

A series of missions are in development for the Team Red Cross Volunteer App to encourage individuals to take preparedness actions at home and assist neighbors to do the same, and to recruit volunteers for the Pre-Rally Canvassing event and Smoke Alarm Installation Rally. More details and guidance around leveraging the app in your community will be available in late August-early September. The campaign missions will be launched in mid-to-late September.

Pre-Rally Canvassing and Smoke Alarm Installation Rally Group Guidance

Comprehensive guidance to support group volunteer-related aspects of these events is currently in development and will be published in mid-September.

Volunteer Job Chart

Another useful tool for event volunteer planning will be the Volunteer Job Chart detailing who is eligible to participate in various campaign roles and specific requirements (e.g. age, background check, pre-registration) for each role. Once available the chart will be posted to the [Home Fire Preparedness Campaign Toolkit](#).

Additional campaign volunteer resources will be posted as they become available.

Campaign Promotional Materials

To aid in outreach and recruitment efforts, a variety of materials are being developed to explain the campaign mission and encourage participation. Some existing and forthcoming materials are listed below. This list will be added to as new materials become available.

- Campaign “Snapshot” PowerPoint for use with external audiences is forthcoming and will be located on the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange. [Suite of marketing and promotional tools (forthcoming).]

Fact sheets and other informational resources for external audiences can be found on the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange.

Campaign Activities

Event guides for pre-rally canvassing and smoke alarm installation rallies will be forthcoming and will be posted in the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange as they become available. They will provide guidance around resource needs, planning, implementation and tracking for each event.

Campaign Reporting

Gathering metrics on campaign activities enables us to track progress and evaluate opportunities to improve service delivery in the future. A variety of tools are in development to facilitate data collection around various aspects of the campaign, from coalition partner activity to smoke alarm installation rally outcomes. Reporting tools and guidance around how to use them will be posted in the [Home Fire Preparedness Campaign Toolkit](#) on The Exchange as they become available.

Citations

¹ Athrens, M. (2013). *Home structure fires*. Quincy, MA: National Fire Protection Association, Fire Analysis and Research Analysis.

