

## **\*\*ATTENTION\*\***

The City Council meeting will be held in a hybrid format that may include both in-person AND virtual attendance via Zoom. Unless they have cause to appear virtually, Councilmembers will attend the meeting in person in Council Chambers, second floor of City Hall, 220 N. 27th Street. In order to honor the Right of Participation and the Right to Know in Article II, Sections 8 and 9, of the Montana Constitution, the City of Billings and City Council are making every effort to meet the requirements of the open meeting laws.

Citizens are invited to:

- . Review the Agenda Packet on the City's website at: [www.billingsmt.gov](http://www.billingsmt.gov) and click on "Your Government," "City Council," and "Agendas & Minutes".
- . View the meeting:
  - . On Community 7 TV - Channel 7 or Channel 507 -- Spectrum Cable. *(On evenings when there is a conflict with School District No. 2 Board meetings, the City Council meeting will be broadcast on Channel 8 - Spectrum Cable.)* Channel 7 or Channel 978 - TDS Fiber.
  - . Online at [www.comm7tv.com](http://www.comm7tv.com) and click on the "Watch Live" icon. Community 7 also has links to their Facebook page and YouTube channel.
  - . On the City's website at [www.billingsmt.gov](http://www.billingsmt.gov) and click on "Watch Meetings Online" on the homepage.
  - . In-Person.

Citizens may submit public comment via the following methods:

- . Mail: City Clerk, P.O. Box 1178, Billings, MT 59103
- . Email: [Council@billingsmt.gov](mailto:Council@billingsmt.gov).
  - . Emails received after 3:00 PM on the day of the meeting, may be posted on the Council's webpage the following day for public viewing.
- . Attend the meeting in person

Please contact Denise Bohlman, City Clerk, at [bohlmand@billingsmt.gov](mailto:bohlmand@billingsmt.gov), or at 406.657.8210, with any questions.



**VISION STATEMENT:**  
"The Magic City: A diverse,  
welcoming community  
where people prosper and  
business succeeds."

## SPECIAL WORK SESSION AGENDA

COUNCIL CHAMBERS

MAY 7, 2024

5:30 P.M.

CALL TO ORDER: Mayor Cole

**PUBLIC COMMENT ON ALL ITEMS.** This is the time to comment on any matter (Agenda or Non-Agenda) falling within the scope of the Billings City Council. There will also be time in conjunction with each agenda item for public comment relating to that item. You may only speak once for each item during the meeting.

Please note, the City Council cannot take action on any item of significant interest to the public that does not appear on the agenda. Comments are limited to three (3) minutes during each public comment period or as set by the Mayor. **Speaker sign-in required.** Please sign the roster at the cart located at the back of the Council chambers or at the podium.

### 1. FY2025 Departmental Budget Presentations.

- Fire Department
- Police Department
- Facilities

-Public Comment

### 2. Highlight Upcoming Agenda Items of Council Interest.

-Public Comment

## COUNCIL DISCUSSION:

**PUBLIC COMMENT on "NON-AGENDA ITEMS".** **Speaker Sign-in required.** *(Restricted to ONLY items not on this printed agenda. Comments are limited to 3 minutes or as set by the Mayor. Please sign the roster at the cart located at the back of the Council chambers or at the podium.)*

## ADJOURN:

Note:

- This meeting is an "informal" meeting of the City Council. The content of the Agenda is subject to change at the meeting.
- In the event there is a Closed Executive Session, the sole purpose is to discuss litigation strategy. The other parties to the case(s) discussed are not public bodies or associations as described in Section 2-3-203(1) and (2), MCA. The meeting is closed, as allowed by Section 2-3-203(4) (a), MCA, "to discuss a strategy to be followed with respect to litigation when an open meeting would have a detrimental effect on the litigating position" of the City of Billings.

**City Council Work Session**

**Date:** 05/07/2024  
**Title:** FY2025 Department Budget Presentations  
**Presented by:** Andy Zoeller, Finance Director  
**Department:** Finance  
**Presentation:** Yes  
**Legal Review:** Not Applicable  
**Project Number:** N/A

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**RECOMMENDATION**

Staff will be present to provide FY25 departmental budget information to City Council. Council action will occur in June at a regular City Council meeting.

**BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)**

Council will receive information about the FY25 budget over multiple work sessions. See attached presentations. Each department has provided an overview of their proposed FY2025 budget. The entire proposed FY25 budget can be found online at [www.billingsmt.gov/finance](http://www.billingsmt.gov/finance). City Council will receive information from the following departments on May 7, 2024:

**Fire Department**  
**Police Department**  
**Facilities**

**ALTERNATIVES**

No Council action will be required at this meeting. Final adoption for the FY2025 budget is planned for a regular meeting in June.

**FISCAL EFFECTS**

The current proposed budget for FY25 is \$473,696,709. A summary by fund can be found on pages 1-13 of the budget proposal.

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**Attachments**

FY2025 Fire Department Budget Presentation  
FY2025 Police Department Budget Presentation  
FY2025 Facilities Budget Presentation



# Fire Department

FY 2025  
Budget Presentation

# PERSONNEL

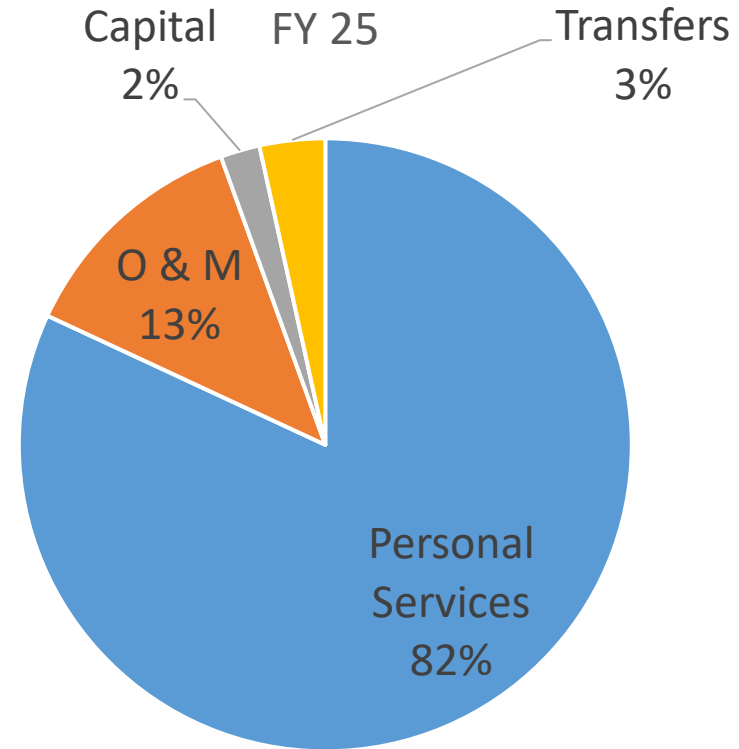
	Actual FY 2023	Budget FY 2024	Proposed FY 2025
Administration	7.0	7.0	7.0
Prevention/Investigations	7.0	7.0	8.0
Training	3.0	3.0	3.0
911	36.0	36.0	36.0
Communication Equipment	0.3	0.3	0.3
Crisis Response EMT	2.0	2.0	2.0
Suppression	<u>120.0</u>	<u>120.0</u>	<u>120.0</u>
<b>Fire Public Safety Total</b>	175.3	175.3	175.3
State 9-1-1 Fund	<u>1.3</u>	<u>1.3</u>	<u>1.3</u>
<b>Total</b>	176.6	176.6	177.6



# OPERATING BUDGET

## PUBLIC SAFETY FUND

	Proposed FY 2025
Personal Services	\$22,796,431
Operations & Maint.	3,490,807
Capital	578,000
Transfers	<u>961,222</u>
<b>Total Expenditures</b>	<b>\$27,826,460</b>



■ Personal Services ■ O & M ■ Capital ■ Transfers



# OPERATING BUDGET

## BY FIRE DEPT. DIVISIONS

	Actual FY 2023	Budget FY 2024	Estimate FY 2024	Proposed FY 2025
Administration	1,815,568	2,053,238	1,879,952	2,213,310
Prevention/Investigation	917,397	984,365	980,404	1,148,752
Training	421,092	505,730	400,000	501,279
Equip/Maintenance	1,908,329	2,180,467	1,916,828	2,021,372
Suppression	16,211,166	16,333,988	17,267,248	18,095,474
Crisis Response Units	61,237	233,730	94,674	194,151
9-1-1 Center	3,045,489	3,555,878	3,404,290	3,545,889
Communication Equip	<u>64,915</u>	<u>105,203</u>	<u>65,000</u>	<u>106,233</u>
<b>Total Fire</b>	<b>\$24,445,193</b>	<b>\$25,952,599</b>	<b>\$26,008,396</b>	<b>\$27,826,460</b>

# FY 24 Highlights

- Remodel of Fire Station 8
- Annual training with the National Guard Civil Support Team
- Achieved an ISO rating of 2 in the city limits
- Certified compressor techs for our SCBA team
- Officer development program
- Engineer development program
- Implemented a new public education program and therapy dog



# FY 24 Highlights Continued

- Implemented Squad Two for MRT program
- CRU program fully implemented
- New medical director
- New core radio system to come online in May
- Proximity dispatching
- New dispatch protocol system for both police and fire
- New drone program through a joint effort from police and fire
- SWAT medic program for police and fire





# FY24 Grants

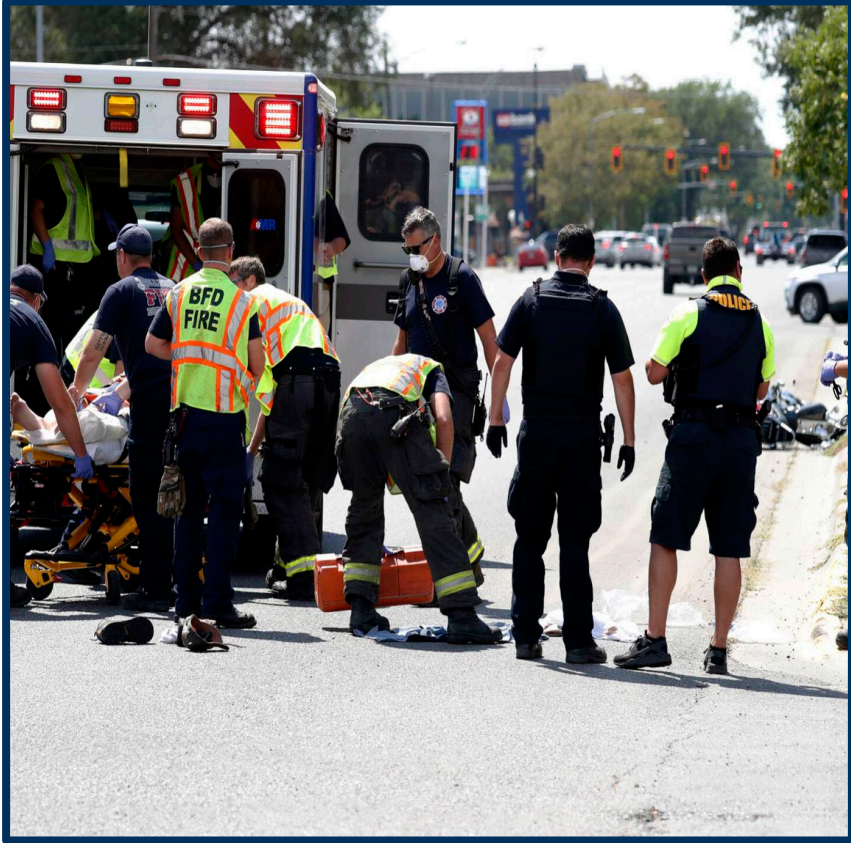
Grant	Amount	Program	Status
Plains Pipeline First Responder Grant	\$10,000	Drone Team	Awarded, approved by council
State Farm	\$10,000	TEEX Structural Collapse Class	Awarded, approved by council
Montana Firefighter Fund	\$15,000	TEEX Structural Collapse Class	Pending, waiting to hear from grant committee
Yellowstone Valley Electrical Coop	\$3,950	TEEX Structural Collapse Class	Check has been received and deposited in BFD 219 Donation account
P66	\$19,750	Rescue 1 Equipment	Awarded, approved by council
Billings Community Foundation	\$25,000	SWAT Medic Equipment	Awarded, waiting for council approval
Town Pump Foundation	\$5,000	SWAT Medic Equipment	Pending, waiting to hear from grant committee
AARP	\$15,000	SWAT Medic Equipment	Pending, waiting to hear from grant committee
PAR MT	N/A	SWAT Medic Equipment	Awarded to BPD
SAVVIK Group	\$2,000	SWAT Medic Equipment	Not Awarded
AFG	\$450,000	Zoll Cardiac Monitor	Pending, waiting to hear from grant committee

A photograph of two firefighters in red helmets and dark blue uniforms rappelling down a rocky cliffside. They are equipped with ropes and harnesses. In the background, a cityscape is visible under a blue sky with scattered white clouds. A large stadium with a red field and a green outfield is prominent in the middle ground. The overall scene is bright and clear.

# FY25 GOALS FOR FIRE

- Complete Station 8 renovation and, in time, pursue funding for staff.
- Begin the process of building and staffing Station 9 while pursuing funding.
- Continue to develop an automatic aid agreement with the Lockwood Fire District.
- Continue monitoring data to determine the proper number and deployment locations for MRTs.
- Feasibility of charging for MVAs.

# FY25 GOALS FOR EMS

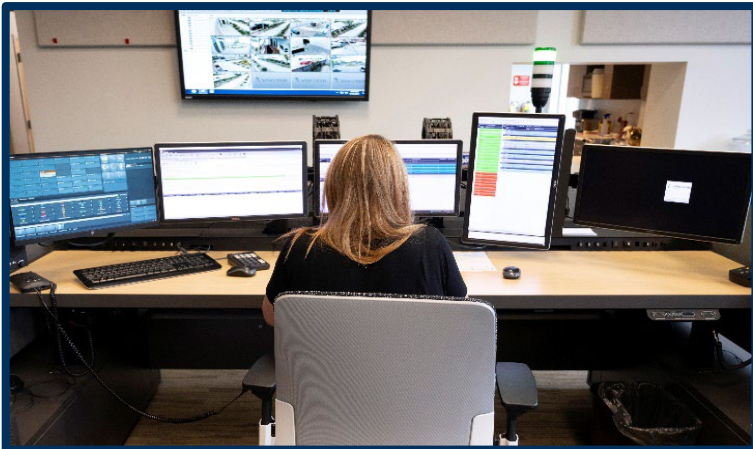


- Rewrite the EMS ordinance to ensure a high level of care for our community.
- Continue monitoring data to determine the proper number of CRU units to maximize service efficiency.
- Design and implement a mobile integrated health and community paramedicine program.
- Feasibility of charging for lift assists.

# FY25 GOALS FOR 911



- Implementation of priority, proximity dispatching as well as new dispatch protocols for modernized emergency resource deployment.
- Upgrade station alerting system to reduce dispatch processing and response times for deployed resources.
- Complete implementation of the new core radio system.





# Five Year Strategic Plan

	FY25	FY26	FY27	FY28	FY29
Additional FF/OT	6				
Additional FF			6	6	15
Add. FF for Squads	1		6		
Add. FTE for EMS			1		
Add. FTE for CRU			2		
Add. FTE for Prevention	1 FPE			1	1
Add. FTE for Training				1	
New Engines (8 & 9)			\$ 1,000,000.00	\$ 1,000,000.00	
Station 9				\$ 8,000,000.00	
Training FTE Vehicle				\$ 40,000.00	
FPE Vehicle		\$ 40,000.00			
Reserve Squad Vehicle		\$ 40,000.00			
New Squad Vehicle		\$ 40,000.00			
Refurbished Fire Engine		\$ 500,000.00	\$ 500,000.00		

# SUMMARY

- Continue exploring innovative ways to offset costs (MVAs and lift assists)
- Keep pace with the city's growth and manage response times
- Continue to hone and refine 911 dispatching processes while increasing capabilities
- Start to implement the five-year strategic plan



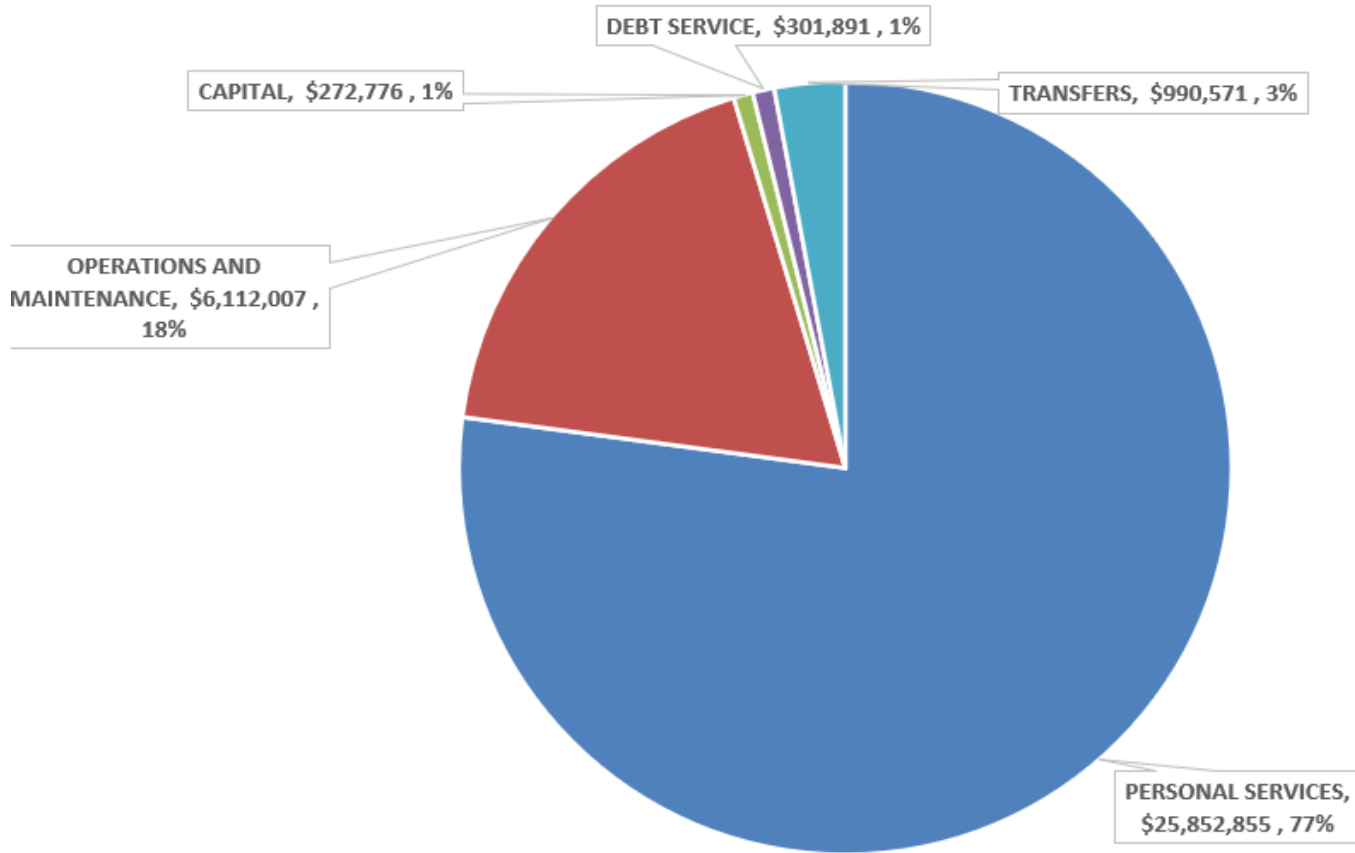


# Questions

# Billings Police Department FY 2025 Budget



# 2025 Budget (Public Safety Fund) \$33,530,100



■ PERSONAL SERVICES ■ OPERATIONS AND MAINTENANCE ■ CAPITAL ■ DEBT SERVICE ■ TRANSFERS

# 2024/2025 Public Safety Fund Comparison

**FY24 Budget**

**\$30,693,348**

**FY25 Budget**

**\$32,507,930**

\$ 1,814,582 increase from FY24  
(5.9%)

2023 Calls For Service – 91,056

# Public Safety Fund

## Personal Services

FY24	\$ 24,271,756
FY25	\$ 25,350,539

Difference \$ 1,078,783

4.4% Increase

## O & M

FY24	\$ 4,971,640
FY25	\$ 5,800,007

Difference \$ 828,367

16.7% Increase

<b>Division</b>	<b>Personal Services</b>	<b>O &amp; M</b>	<b>Transfers/Capital/ Other</b>	<b>Total</b>
<b>Admin</b>	\$ 836,482	\$ 642,665	\$ -	\$ 1,479,147
<b>Operations</b>	\$ -	\$ 1,728,462	\$ 978,359	\$ 2,706,821
<b>Patrol</b>	\$ 17,598,855	\$ 1,036,665	\$ 28,495	\$ 18,664,015
<b>Admin Lt/Spec Ops.</b>	\$ 667,683	\$ 113,893	\$ -	\$ 781,576
<b>Invest.</b>	\$ -	\$ 224,200	\$ -	\$ 224,200
<b>Detectives</b>	\$ 4,214,671	\$ 17,600	\$ -	\$ 4,232,271
<b>Training</b>	\$ -	\$ 208,591	\$ -	\$ 208,591
<b>Services</b>	\$ 1,500	\$ 1,178,509	\$ -	\$ 1,180,009

Division	Personal Services	O & M	Transfers/Capital/Other	Total
Records	\$ 1,455,060	\$ -	\$ 301,891	\$ 1,756,951
AFIS	\$ -	\$ 6,492	\$ -	\$ 6,492
A/C Admin	\$ 485,288	\$ 450,494	\$ -	\$ 935,782
A/C Facilities	\$ -	\$ 126,030	\$ -	\$ 126,030
A/C Enforcement	\$ 91,000	\$ 66,406	\$ 48,639	\$ 206,045
<b>Public Safety Fund Total</b>	<b>\$ 25,350,539</b>	<b>\$ 5,800,007</b>	<b>\$ 1,357,384</b>	<b>\$ 32,507,930</b>
<b>Police Programs Totals</b>	<b>\$ 502,316</b>	<b>\$ 312,000</b>	<b>\$ -</b>	<b>\$ 814,316</b>
<b>Capital Fund Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 207,854</b>	<b>\$ 207,854</b>
<b>Departmental Total</b>	<b>\$ 25,852,855</b>	<b>\$ 6,112,007</b>	<b>\$ 1,565,238</b>	<b>\$ 33,530,100</b>

# Key Changes

- **Mobile Data Terminals**

- The police department is contracting with Insight Public Sector to purchase 15 new Mobile Data Terminals (MDT) for \$91,250. The goal is to fully equip 128 patrol vehicles. 40 MDT's were replaced in FY 2023, 15 MDT's will be replaced in FY 2025 and 15 in FY 2026

- **Personnel**

- The FY25 budget includes 4 FTE positions requested to be added at an estimated cost of \$340,414 to cover salaries and benefits for three Police Officers and One Community Service Officer.



# FY 25 BPD

168 Sworn  
Officers  
authorized

- 163 Deployed ( 5 in Field Training, 3 at the Academy)
- 7 in backgrounds for September Academy slots
- Next hiring process scheduled for June 2024 for January 2025 Academy slots

41 Support  
Personnel

- 36 Staffed ( 3 Support Specialists in training)
- 1 open CSO position (in backgrounds) and 3 open Police Support Specialist (hiring process scheduled for May 2024)
- 1 open position (Evidence/ID)

7 Animal  
Control  
Employees

- 1 supervisor
- 1 senior office assistant
- 5 ACO's

# FACILITIES DIVISION

FY2025 BUDGET



PHOTO BY PAUL WHITING

# FACILITIES DIVISION MISSION

TO SERVE THE CITIZENS, EMPLOYEES, AND VISITORS OF BILLINGS BY PROVIDING SAFE, EFFICIENT, AND COMPREHENSIVE FACILITY MANAGEMENT



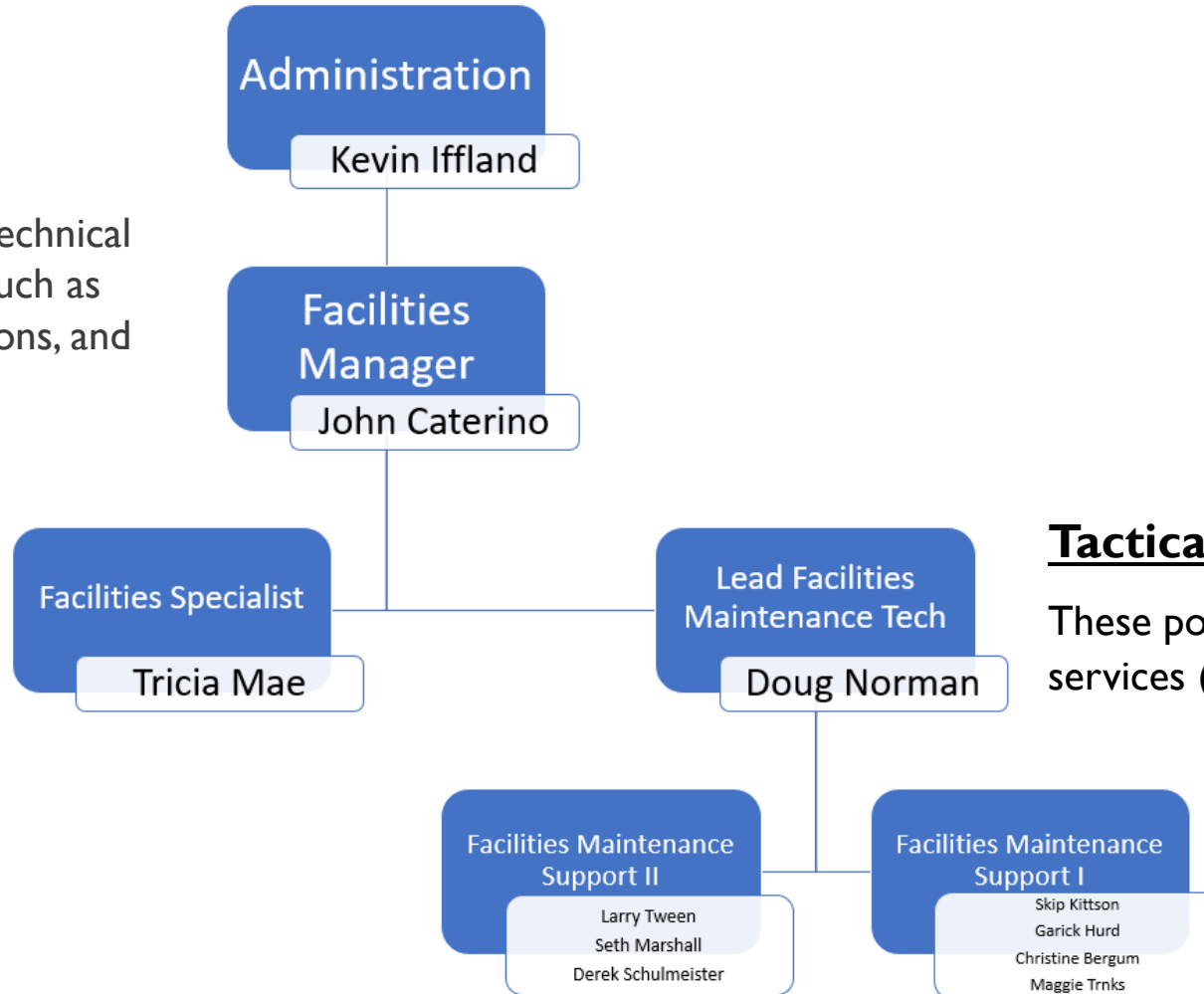
# FACILITIES DIVISION ORG CHART



**Department:** Administration  
**Division:** Facilities Management  
FY25 Org Chart

## **Strategic:**

These positions handle technical and strategic initiatives such as capital projects, renovations, and alterations



## **Tactical:**

These positions handle hard (maintenance) and soft services (custodial)

# FACILITIES MENU OF SERVICES

Facilities Division provides hard and/or soft services at these locations totaling 570,000sf and 47 acres:

- Existing City Hall
- Future City Hall
- Billings Operations Center
- Yellowstone Valley Animal Shelter
- Fire Stations 1-8, 911 Call Center and support sites, Airport Training Center
- Park I Retail

## **Services:**

Hard Services – those repairs and tasks that keep equipment from failing and structures from degradation. PM programs, general repairs, etc.

Soft Services – those manual and mechanized services that keep buildings and grounds clean. Cleaning, sanitizing, landscaping, etc.

## **Solutions:**

Facilities Service Requests – those tasks that lie outside general building maintenance. Space relocations and moves, event set-up, credential management, etc.

## **Strategy:**

Facilities Capital Projects – those long-term plans and construction tasks that alter physical space. New facilities, additions, renovations, alterations, upgrades, etc.

# SERVICES WE PROVIDE

## Operational

- Repairs and Preventative Maintenance
- Annual Systems Testing for boilers, elevators, and FP
- Emergency Service Triage
- Custodial Services
- Carpentry
- Access Control
- Landscape and Snow Removal
- Thermal Comfort
- Pest Control

## Strategic

- Programming
- Contract Administration
- Project Management
- Capital Improvements
- Benchmarking
- Project Commissioning and Closeout
- Space Planning
- Condition Assessments
- Standard Operating Procedures
- Asset Management



# FY24 FACILITIES DIVISION HIGHLIGHTS

- Continued interior build-out of New City Hall
- Completed interior remodel of Fire Station #8
- Continued process to dispose of Real Property: existing City Hall, Park 1 Retail, two Surface Lots
- Completed Community Center Reroof and Reside
- BOC masterplan for future expansion
- Replaced 5-ton RTU at Fire Station #1
- Completed condition audit of Fire Buildings
- Replaced roof at Fire Station #7
- Completed exterior scrim replacement at BPL



# FACILITIES REVENUES

## FACILITIES MANAGEMENT FUND REVENUES BY CLASS

ALL FUNDS	ACTUAL FY 22	ACTUAL FY 23	BUDGET FY24	ESTIMATE FY24	PROPOSED FY25
<b>REVENUES:</b>					
TAXES	31,543	200,000	200,000	200,000	200,000
CHARGES FOR SERVICES	\$ 690,724	\$ 722,563	\$ 1,482,824	\$ 900,000	\$ 891,847
INTERGOVERNMENTAL	28,205	13,743	650,000	650,000	650,000
RENTS	1,101,959	1,224,207	1,554,985	1,592,614	1,653,983
INVESTMENT EARNINGS	(58,644)	220,115	101,000	495,000	99,300
MISCELLANEOUS	10,676	197,471	30,000	4,148,806	-
TRANSFERS	20,882,617	12,257,057	456,894	456,894	100,000
<b>TOTAL REVENUES</b>	<b><u>\$ 22,687,080</u></b>	<b><u>\$ 14,835,156</u></b>	<b><u>\$ 4,475,703</u></b>	<b><u>\$ 8,443,314</u></b>	<b><u>\$ 3,595,130</u></b>

## FACILITIES MANAGEMENT FUND REVENUES BY FUND

ALL FUNDS	ACTUAL FY 22	ACTUAL FY 23	BUDGET FY24	ESTIMATE FY24	PROPOSED FY25
<b>REVENUES:</b>					
CITY HALL CONSTRUCTION	\$ 20,385,891	\$ 12,215,478	\$ 1,047,000	\$ 3,568,806	\$ 980,000
FACILITIES MANAGEMENT	2,301,189	2,619,678	3,428,703	4,874,508	2,615,130
<b>TOTAL REVENUES</b>	<b><u>\$ 22,687,080</u></b>	<b><u>\$ 14,835,156</u></b>	<b><u>\$ 4,475,703</u></b>	<b><u>\$ 8,443,314</u></b>	<b><u>\$ 3,595,130</u></b>

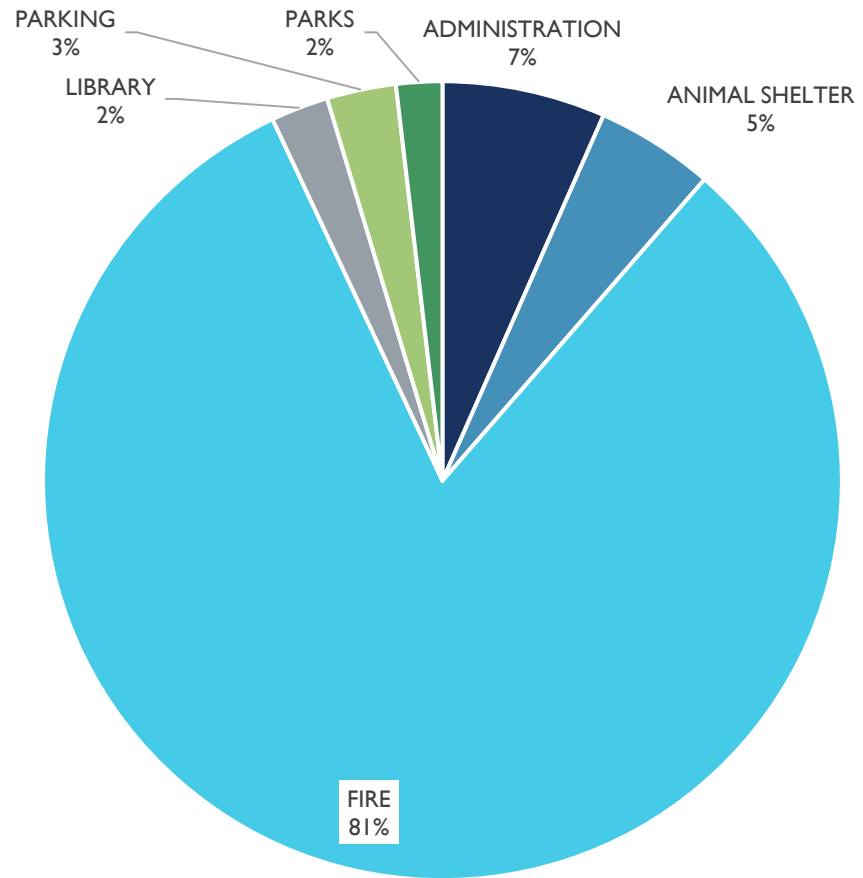
# ADMIN REVENUES BY DEPARTMENT

Total Revenue:  
\$214,433

Increase to Fire is for added  
personnel charges

Increase to Parking is for Garage  
Condition Audit

Increase to Library and Parks is for  
management of hail repair projects

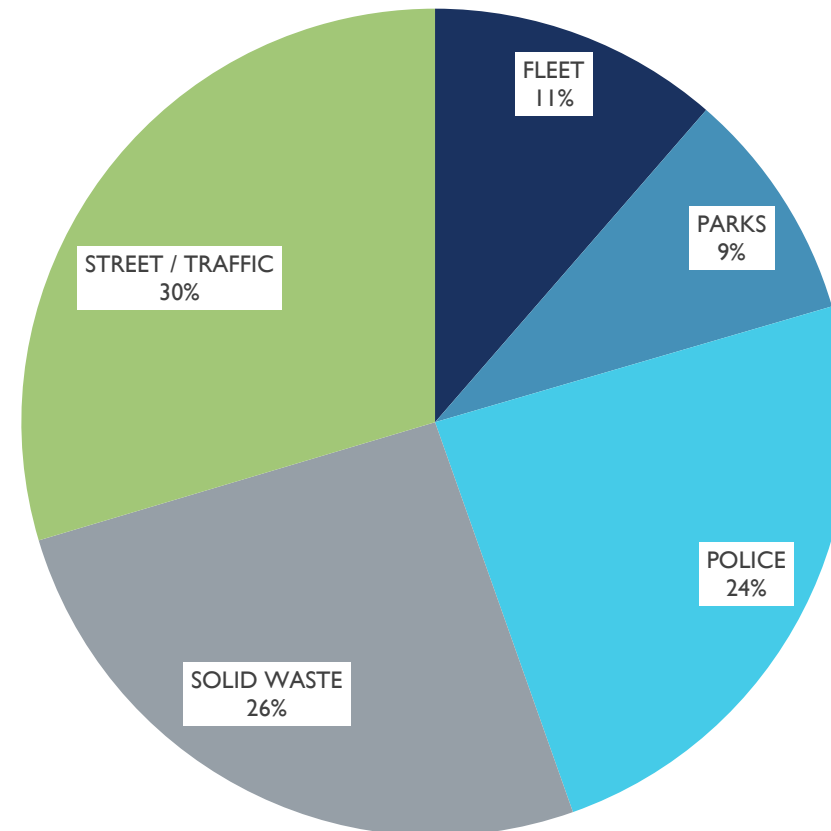


# BOC REVENUES BY DEPARTMENT

Total Revenue:  
\$1,240,372

Adjustments made due to space analysis and right sizing of budget commensurate to amount and type of space each Dept/Div occupies or uses

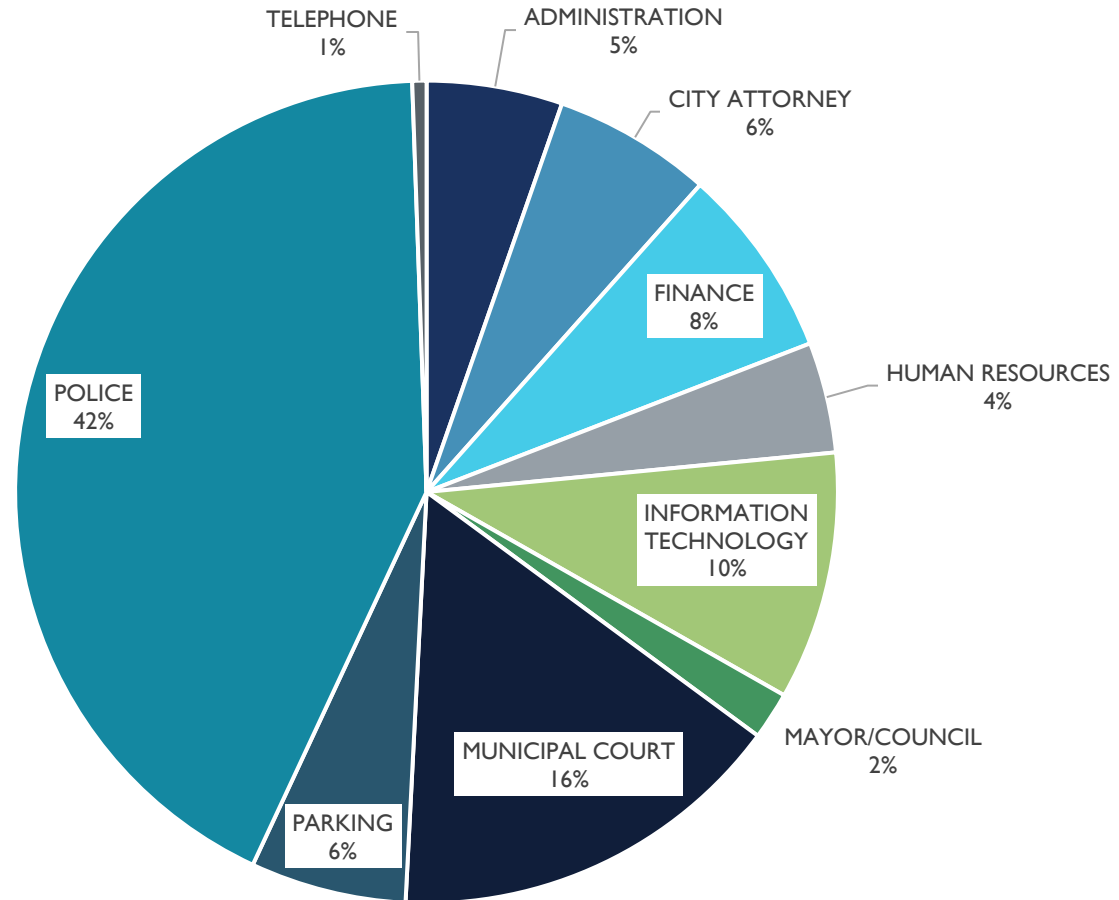
Added Capital funds charge



# EXISTING CITY HALL REVENUES BY DEPARTMENT

Total Revenue:  
\$321,198

Budgeting 6 months of  
charges to Dept/Div

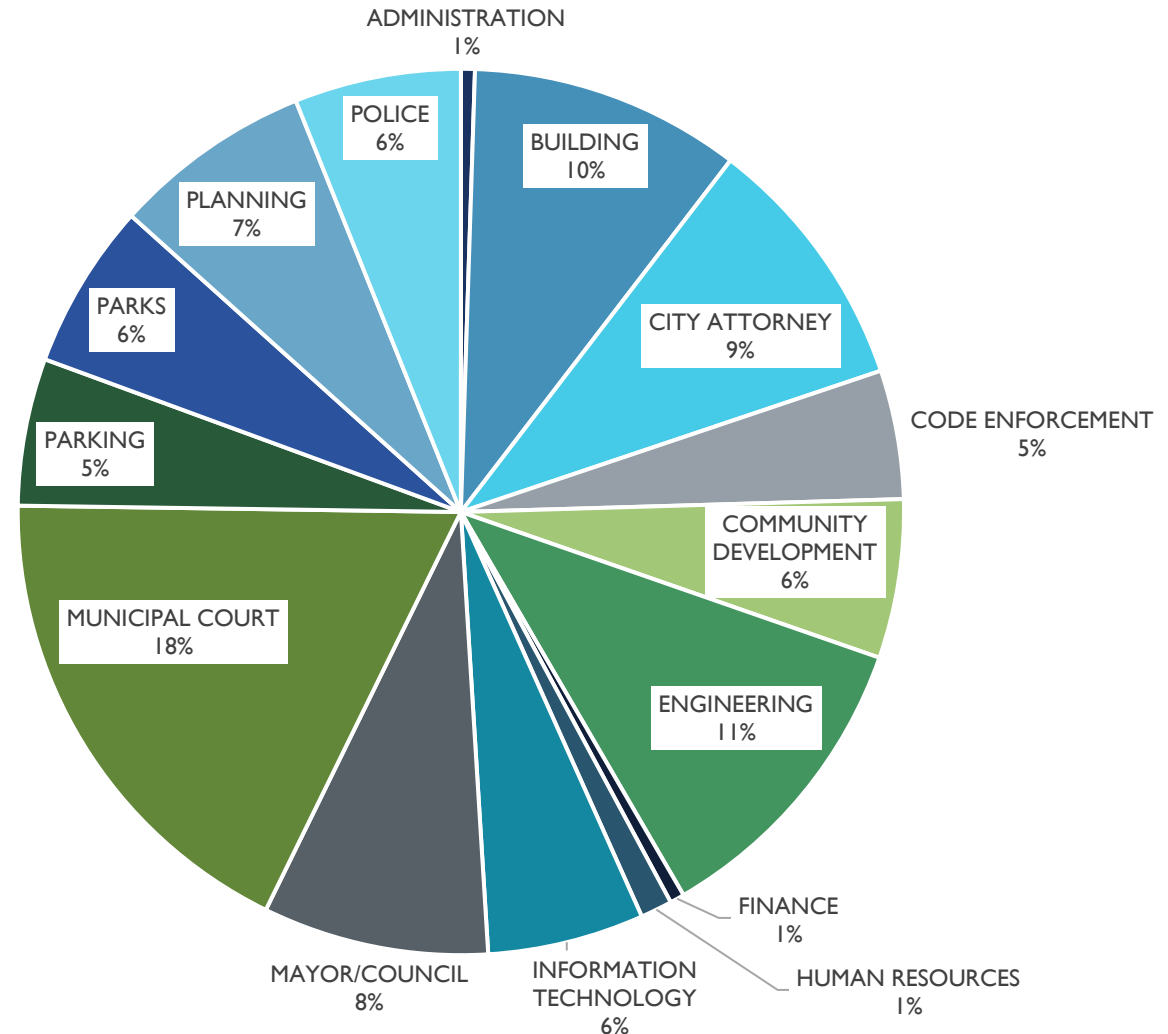


# NEW CITY HALL REVENUES BY DEPARTMENT

Total Revenue:  
\$478,092

Budgeting 6 months of charges to  
Dept/Div

City Department Charges are based  
on Existing City Hall psf operating  
expenses and could change next  
fiscal year once more accurate  
OPEX data is obtained



# FACILITIES EXPENDITURES

## FACILITIES MANAGEMENT FUND OPERATING BUDGET BY CLASS

ALL FUNDS	ACTUAL FY 22	ACTUAL FY 23	BUDGET FY24	ESTIMATE FY24	PROPOSED FY25
<b>EXPENDITURES:</b>					
PERSONAL SERVICES	\$ 650,805	\$ 570,563	\$ 789,137	\$ 624,582	\$ 834,389
OPERATIONS AND MAINTENANCE	1,918,384	2,517,891	1,811,601	2,504,628	1,269,906
CAPITAL	163,300	3,557,032	1,605,000	19,225,000	320,000
DEBT SERVICE	3,319	-	-	-	-
TRANSFERS OUT	-	1,000,000	-	-	1,247,871
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 2,735,808</u></b>	<b><u>\$ 7,645,486</u></b>	<b><u>\$ 4,205,738</u></b>	<b><u>\$ 22,354,210</u></b>	<b><u>\$ 3,672,166</u></b>

## FACILITIES MANAGEMENT FUND OPERATING BUDGET BY FUND

ALL FUNDS	ACTUAL FY 22	ACTUAL FY 23	BUDGET FY24	ESTIMATE FY24	PROPOSED FY25
<b>EXPENDITURES:</b>					
CITY HALL CONSTRUCTION	\$ -	\$ 3,493,170	\$ 1,200,000	\$ 19,122,500	\$ 995,000
FACILITIES MANAGEMENT	2,735,808	4,152,316	3,005,738	3,231,710	2,677,166
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 2,735,808</u></b>	<b><u>\$ 7,645,486</u></b>	<b><u>\$ 4,205,738</u></b>	<b><u>\$ 22,354,210</u></b>	<b><u>\$ 3,672,166</u></b>

# FACILITIES CHALLENGES

What happens when you move things to the fringe?

- Aged Infrastructure
  - Equipment and systems are reaching end of life and need replacing
    - YVAS – new roof (\$145,000)
    - BOC – windows (\$300,000), RTU's (\$300,000), Wash bay (\$4 million), Asphalt (\$2,800,000), FACP (\$150,000), Floors (\$250,000), OHD (\$75,000), PD2 lot expansion (TBD), Master Plan Expansion (TBD)
    - Fire – Concrete (\$200,000), Station remodels (\$400,000), FS4 Generator (\$80,000), Four Dances Generator (\$20,000) Bureau HVAC (\$20,000), FS2 Boiler (\$20,000)
    - New City Hall – roof (\$800,000), boilers (\$250,000), 3<sup>rd</sup> floor HVAC (\$500,000)
  - Repairs and Maintenance
    - Continue to tackle backlog of deferred maintenance
    - Work implementing a more robust preventative maintenance program

# FACILITIES OPPORTUNITIES

We're growing, so how do we do so thoughtfully?

- Total Quality Management
  - Implement ISO 41001 – international standards body
    - What it is: TQM tool to establish industry standard
    - What it does: Consistent, sustainable, and efficient implementation of FM
    - How it helps: Effective controls over outputs, integrated and common platform, provides a common set of requirements and specifications to assure processes are adequate to meet objectives. It also helps with a more consistent level of performance management
  - Energy Star
    - What is it: Benchmark energy use of buildings Facilities manages versus similar buildings across the nation
    - What it does: Allows us to see the performance and health of the built environment
    - How it helps: Aligns with Council strategy for ECC initiatives

# S CURVE

## Hard Service Deliverability across portfolio via CMMS data

### FY23 versus FY24

- Average trade percentage Access Control 23%, Doors 13%, Plumbing 11%, Electrical/Lighting 9%, HVAC 8%
- Vendors
  - Reduction in augmented vendor services by approx. \$137,000
  - Reduction in augmented vendor services by approx. 37.5%
- Facilities Staff
  - Reduction in response time by approx. 1 ¼ days
  - Reduction in resolution time by approx. 2 days
  - Increase in PM work by 6%



# FY25 FACILITIES DIVISION GOALS

- New City Hall
  - Complete construction and move tenants
  - Commission equipment and manage warranty phase
- Dispose of Real Property
  - Priority is existing City Hall to help offset renovation costs
- Total Quality Management
  - Implement ISO 41001
  - Energy Star
  - Effectively scale hard services to Fire



Thank You!