




CONCEPTION OF STRATEGIC PLANNING IN THE MILITARY FIRE BRIGADE OF PARÁ: A BIBLIOGRAPHIC AND DOCUMENTARY PRESENTATION

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Jorge Fabricio dos Santos¹, Rodrigo Martins do Vale², Helton Charles Araújo Moraes³, Isis Kelma Figueiredo de Araújo⁴ and Leonardo Sousa dos Santos⁵

ABSTRACT

The purpose of this article was to analyze the strategic objectives of the Military Fire Brigade of Pará (CBMPA) through legal parameters and academic studies, with the application of qualitative data from bibliographic and documentary research, with a focus on both applied and descriptive studies. The main results show that CBMPA, in order to carry out its institutional mission and achieve its vision of the future, has listed strategic objectives that aim to improve its management and services, whether preventive or to cope with claims, with a focus on improving the working conditions of its public agents and the environmental sustainability of its legal activities. In addition to carrying out Civil Defense in an integrated manner with municipal entities. Thus, it is necessary for the materialization and effectiveness of the strategic plan to study, plan and execute services in the tactical and operational spheres, with the acquisition of equipment, financial resources and training of military firefighters.

Keywords: Mission. Vision of the future. Strategic objectives. Effectiveness.

¹ Doctorate student in Social and Environmental Development Sciences and Master in Public Security (UFPA)
fabrcio06@yahoo.com.br / jorge.fabricio.santos@ifch.ufpa.br

<https://orcid.org/0000-0003-0349-183>
<http://lattes.cnpq.br/2274425533276987>

² Master in Public Security (UFPA)
rodrigobmvale@gmail.com
<https://orcid.org/0000-0003-3415-692X>
<http://lattes.cnpq.br/1408205015154617>

³ Master in Public Security (UFPA)
bravobm36@gmail.com
<https://orcid.org/0000-0002-0442-5351>
<http://lattes.cnpq.br/5879698220046273>

⁴ Master in Public Security (UFPA)
isiskelma@gmail.com
<https://orcid.org/0000-0001-6029-8660>
<http://lattes.cnpq.br/1443230215691405>

⁵ Dr. in Geography (UFPA)
leonardodrgeo@gmail.com
<https://orcid.org/0000-0003-1912-7100>
<http://lattes.cnpq.br/8784955066806824>

INTRODUCTION

The Military Fire Brigade of Pará (CBMPA) has been operating for 142 years as a permanent institution, auxiliary force and reserve of the Army, organized based on military hierarchy and discipline, exercising its activities as stated in the Federal Constitution and State Constitution.

The activities performed by the profession are classified as: middle activity, administrative, and end activity, called operational, which according to the State Constitution (Pará, 1989) comprise: Planning, coordination and execution of Civil Defense activity; Fire prevention and extinguishing service; Search and rescue services for people and property; Emergency relief; Fire and explosion expertise; Lifeguard service on the beach and bathhouses; Protection and prevention of maritime and river accidents and fires; Protection and prevention against forest fires; Technical-scientific activities and research inherent to its field of activity.

CBMPA's Mission is "To contribute to protecting life, property and the environment in order to ensure the provision of military firefighter and civil defense services to society". And its Vision is "To be known as a Military Firefighter corporation of excellence and a national reference in risk and disaster management, with the use of advanced technologies and trained and motivated professionals" and its Values "Respect for hierarchy and discipline, proactivity, probity, courage, loyalty and improvement" (PARÁ, 2024).

It is important to understand the role of the CBMPA in the development of studies and actions for the execution of preventive relief, assistance and recovery measures, considering the effects produced by adverse factors of any nature and in emergency situations or public calamity, through the coordination of efforts within the State System of Public Security and Social Defense (SIEDS), of social, governmental and legislative assistance agencies. Thus, the CBMPA has been working based on the Strategic Planning of the corporation, with a managerial approach that has the function of guiding the organization and its resources, in the pursuit of a greater objective, with the purpose of improving the preventive and organizational structure of the institution to better serve the community of Pará and, therefore, to ensure the effectiveness of its effectiveness in the 12 integration regions (PARÁ, 2022).

For Cruz, Benavente and Araque (2024), strategic planning provides a guide to analyze challenges through a logical proposal of several dimensions or correlated factors, pre-ordained in a systemic methodology in the medium and long term, which coherently traces from the philosophy to the organizational structure that allows its operation.

Thus, this article presents as a research problem: How are the strategic objectives of the Military Fire Brigade of Pará (CBMPA) presented according to its mission and vision of the future?

In this sense, the northern problem presented leads to the general objective: To analyze the strategic objectives of the Military Fire Brigade of Pará (CBMPA) through legal parameters and academic studies, focusing on its strategic-institutional premises. Thus, the specific objectives: a) To present the theoretical foundations about strategic planning in Brazil in the field of security and military fire brigades and b) To describe and analyze the strategic objectives related to the constitutional competencies of CBMPA.

This study is relevant in the institutional sphere, since by presenting the way in which its strategic objectives of the CBMPA relate to its functions and activities end and means, it will be possible to establish tactical and operational tasks and plans that meet its Mission and Vision of the future. Regarding social importance, it is seen that analyzing the strategic planning of this public security institution can direct efforts so that the services provided by the CBMPA more effectively meet social concerns, preventing occurrences of victimization resulting from accidents and improving services when it is not possible to avoid them. As for the academic relevance of the article, due to the scarce production of research on this topic, it is possible, with the results presented at the end of the research, to make a great contribution to the scientific environment in the field of public management of results.

METHODOLOGY

NATURE OF THE RESEARCH

For this academic article, regarding the technical procedures, bibliographic and documentary research was used, so that the first was carried out based on academic publications on strategic planning in public security and military fire departments, and the second with data related to the norms for the implementation of strategic planning in the CBMPA (GIL, 2008).

Regarding the form of approach, a qualitative research was produced, which was based on qualitative data from academic texts and legal norms on the proposed theme, to verify how the Military Fire Brigade of Pará is inserted within the strategic thinking of state public security (PRODANOV; FREITAS, 2013).

As for the purpose, an applied research was built, since the purpose was to analyze a current problem in public security organizations for the achievement of their institutional goals, that is, strategic planning, and at the same time to evaluate how the Military Fire Brigade of Pará makes use of this management instrument at the macro level, to finally

suggest methods and instruments for its materialization throughout the organization (PRODANOV; FREITAS, 2013).

Regarding the objectives, an exploratory and descriptive research was chosen, considering that as exploratory research a broad conceptual framework for strategic planning and public safety was initially established and with regard to descriptive research, the strategic experiences of several fire brigades in Brazil were described, and the application in the CBMPA itself (GIL, 2008).

Thus, this scientific study had as its *locus* of research the Military Fire Department of Pará, and in order to obtain the bibliography correlated to the theme, numerous accesses were made to the databases of the search directories of the Coordination for the Improvement of Higher Education Personnel - CAPES and *Scientific Electronic Library Online - SciELO*, as they have collections of published scientific works. Regarding the documentary data, the collection of these data occurred on the *institutional websites* of the State System of Public Security and Social Defense - SIEDS, the Military Fire Department of Pará, the Planalto and other public institutions.

As for data analysis, the technique called Content Analysis was applied, which, according to Bardin (2016), is defined as a set of methodological instruments aimed at understanding the nature and purposes of discourses and texts from different sources, to correlate the variables of the study theme.

RESULTS

STRATEGIC PLANNING AND PUBLIC ORGANIZATIONS

Strategic planning, according to De Toni (2021), at the governmental level:

[...] it is a set of theoretical references, administrative processes, application of organizational tools and techniques that aim to define a medium and long-term vision of the future, as well as the main institutions and processes that ensure coherence and effectiveness between means and ends for its achievement (DE TONI, 2021, p.11).

Franzato (2023) states that strategic planning contains the construction of scenarios that: "[...] it is a process by which an organization reflects on its futures and, in order to better face them, develops and updates its strategies" (FRANZATO, 2023, p.222).

Elias and Ruiz (2016) state that "strategic planning, in turn, is the definition of objectives and programs to be executed to outline goals and achieve their success" (ELIAS; RUIZ, 2016, p.2), being materialized by the strategic plan, but that the main result is the achievement of the mission and organizational objectives (FREITAS, 2018).

For Oliveira (2010):

Strategic planning is usually the responsibility of the highest levels of the company and concerns both the formulation of objectives and the selection of courses of action – strategies – to be followed for its consolidation, taking into account the external and internal conditions of the company and its expected evolution. It also considers the basic political premises – which the company, as a whole, must respect so that the strategic process has coherence and decision-making support (OLIVEIRA, 2010, p. 17).

According to Chiavenato and Sapiro (2016, p. 35), strategic planning "is the broadest planning and covers the entire organization" and aims to develop long-term work mechanisms (LESSA, 2018).

Almeida and Oliveira (2020) argue that:

The elaboration of strategic planning occurs at the highest hierarchical levels (institutional level), as it is where the strategies that direct the entity are defined, establishing business actions in the long term, and evaluating the implications and future effects. In addition, it covers the organization as a whole, since it presents a broad vision and seeks to use organizational resources effectively, serving as a basis for operational decisions to be in accordance with strategic ones (Almeida; Oliveira, 2020, p.5).

One of the purposes of strategic planning is to make a decisive contribution to the fulfillment of the organization's mission, so that it is characterized by the definition of institutional guidelines (GUERREIRO; SOUZA, 2015) and organizational strategies (PIRES; WANDERLEY, 2017), and evaluates the environments in which the organization is inserted, being essential for the effectiveness of its processes according to the predefined goals (SOUSA; DIAS, 2017).

Dias, Sousa, Dias (2018) point out in Public Administration that strategic planning is a legal determination that is up to managers, who build their objectives to be achieved in the long term, their mission, values, commitments and behaviors, in order to make services more efficient and effective, because through strategic thinking (MORESCO; MARCHIORI; GOUVEA, 2014), the strategic management of the public organization tends to achieve its best results, as well as directs institutional decisions and actions (BRYSON, 2004; PENNA, 2018).

In this sense, Ota (2014) describes the incipience of the implementation of strategic planning in public organizations, due to the lack of knowledge on the part of managers, so that the future of the institution is compromised, to the extent that the position where the organization wants to reach is not defined, that is, its vision of the future (SILVA; HERDSMAN; STÁBILE, 2015).

STRATEGIC EXPERIENCES IN PUBLIC SECURITY

Ferreira (2005) points out that the concept of Strategic Planning in Public Security "[...] it is conceived in a global planning where the security policy to be adopted by the public security system is defined." (FERREIRA, 2005, p.1), being therefore a mechanism of integrated action between the public security organs and not only the police, and that, in general, the majority thinking of the organizations for the improvement of the services provided is reduced to the increase in the police force and the purchase of war materials, being almost non-existent in strategic planning, plans for crime prevention, strategic intelligence and studies of the conditioning factors of violence (SANTOS; AGUIAR, 2022).

Thus, in Brazilian public security there are some studies related to the theme of strategic planning, such as the one carried out by Oliveira (2020) in the Military Police of Bahia (PMBA), in which the correlation between the strategic management of this military institution and the state public security plan was verified.

Cabral (2020), when analyzing the adherence of the strategic plans of the security agencies of the Federal District in relation to the public security policy of this federative entity in the years 2016 and 2017, found that the integration of long-term planning is still very incipient, causing problems in the provision of this public service.

Costa *et al.* (2020) studied the application of strategic indicators as strategic planning tools for decision-making in the Military Police of the State of Sergipe (PMSE), reaching the conclusion that these tools are relevant for monitoring the institution's strategies.

In the Military Police of Maranhão, Pontes *et al.* (2018) describe how the public security institution mentioned the need to improve processes, strategic communication and internal systems, to achieve the strategic objectives and purposes of the organization.

In relation to the Military Police of Mato Grosso (PMMT), the discussion focused on the issue of financial management related to the strategies and mission of the police organization, as presented by Ferreira and Castelo (2020). The authors also highlight that strategic planning should study and diagnose the needs and basic elements of the institution (objectives, goals, and costs), in addition to presenting the breakdown in tactical and operational planning.

Regarding the experience of the Military Police of Paraná (PMPR), Souza (2024), when evaluating the use of body cameras in military police officers in the period 2022 and 2023, with verification of the strategic objectives of the PMPR, found that the adoption of these tools made it possible to meet the commitment to innovate and make police services more efficient, while facilitating the monitoring of actions and better visibility of police action.

At the federal level, in research on units of the Federal Highway Police (PRF), Weis (2015) states that strategic planning has the power to establish the guiding point that the organization has to aim at, in order to meet its purpose of public security, because without it, productivity and results will fall short of those intended.

Regarding the extent of the elaboration and execution of strategic planning in the Military Police of Pará by the PM sergeants, Santos and Chagas (2021) describe the focus of the strategic plan as being the accomplishment of its main mission (ostensive policing), but in the authors' understanding, not all internal segments of the PMPA understand the strategic management and participate in it.

STRATEGIC PLANNING IN MILITARY FIRE BRIGADES IN BRAZIL

Even though the volume of research on strategic planning in the Military Fire Brigades is incipient, it is possible to find relevant studies on the application of the theme.

In the state of Rio Grande do Norte, Santos *et al.* (2023) present aspects of the strategic objectives defined for its Military Fire Brigade (CBMRN) in the strategic public security plan of that federation unit, taking into account the state budget and short, medium and long-term needs, highlighting the actions to expand firefighting, pre-hospital care and rescue services, with the acquisition of adequate vehicles, but the nature of the plan is comprehensive, and it is necessary to regulate in the corporation the capillarization of strategies to achieve the objectives.

In the Military Fire Department of Santa Catarina (CBMSC), the application of a strategic planning management tool was verified to verify the strengths and weaknesses of the inspection of fire prevention systems in residential establishments, so that the results of the research describe difficulties regarding technical manpower and unavailability of resources necessary for the execution of the service (PRADO; ANSCHAU, 2018).

The application of performance indicators or performance combined with the Geographic Information System (GIS) were pointed out by França, Rodrigues and Cruz (2023) as a means of evaluating the efficiency of security services in the Public Security Secretariat of the State of Maranhão (SSPMA), in the performance of the Military Fire Department of Maranhão (CBMMA) in the City of São Luiz, Although the systemic update is fully satisfactory, however, it was also demonstrated that such technical instruments are not used in the strategic planning of public security.

Souza (2015) asserts that in the current model of public security, called managerial, the focus of public service is efficiency, so that public security agencies, such as the Military

Fire Department of Pernambuco (CBMPE), the good results of their activities result from a well-structured strategic planning, as it delimits goals and strategies.

In a survey of the preparation of the tactical plans of the Military Fire Department of the Federal District (CBMDF), Teles (2021) found the lack of this type of planning and understands that it must be materialized with due alignment with the macro objectives and their respective institutional goals.

Souza Junior *et al.* (2016) understand that in the strategic planning of the Military Fire Brigade of the State of Rio de Janeiro (CBMERJ), using management tools such as the SWOT Matrix, strategies and goals were defined, based on obtaining information from stakeholders in the organization's activity, who presented their needs.

Silva (2024) proposes community interaction in the municipalities of Paraná by the Military Fire Department of Paraná (CBMPR) and the respective civil defenses, aiming to meet the principles of the National Policy for Public Security and Social Defense (PNSPDS) and the strategic planning of the institution itself, with attention to its competencies provided for in the Federal Constitution of 1988, by the Integrated Military Firefighter Program, through specific regulations.

Tavares (2021) presented a study on the application of Chaplaincy care protocols to the state military of the CBMDF, "as a strategic measure in the institution's health policy". By studying data on approved medical dismissals of public agents in the period from 2018 to 2020. Still on human resources at CBMDF, Oliveira (2023) proposed to carry out and update the strategic plan by acquiring information from military firefighters who work in operational units of the organization.

Also in the same organization (CBMDF), Bomfim (2017) highlights ways of monitoring the institution's strategic plan using tools to evaluate results with the premises of public governance, since the results can be verified using information technologies, such as data systems (GUIMARÃES, 2022), generating knowledge conducive to decision-making and service management.

Silva (2023) carried out studies on the use of operational aviation as a means of achieving the strategy of serving Amazonian municipalities in risk situations by the Amazonas Military Fire Department (CBMAM), to the extent that this state in the northern region has access difficulties in a way that impairs the effectiveness of the services of the military corporation.

Regarding the prevention of risks related to firefighter and systemic public safety activities, correlated to the activity of prevention of illicit activities, Morais, Chaves and Nascimento (2020) present means of primary prevention in the criminal sphere by the

School of Life Program of the Military Fire Department of Pará (CBMPA) in which children and adolescents living in areas of social vulnerability receive state support and guidance to prevent them from being victims and perpetrators of public disorders and unlawful conduct.

Lorenzi (2020), in turn, discusses in his research on the prevention and confrontation of fire by the Military Fire Department of Paraná (CBMPR) in the city of Curitiba, with technical inspections, following the Fire and Panic Safety Plans provided for in the organization's strategic planning.

DISCUSSION

THE MILITARY FIRE BRIGADE OF THE STATE OF PARÁ AND ITS STRATEGIC COMPETENCE

The Military Fire Brigade of the State of Pará (CBMPA) has its formal existence in article 200 of the State Constitution of Pará of 1989, with a "[...] permanent institution, auxiliary force and reserve of the Army, organized on the basis of military hierarchy and discipline, subordinating itself to the Governor of the State and being responsible for him, among other attributions provided for by law,[...]", integrating the public security of Pará together with the Military Police of Pará (PMPA) and Civil Police of Pará (PCPA), according to article 193 (Pará, 1989) and other organizations, such as the State Department of Traffic (DETRAN/PA), the Scientific Police of Pará and the State Secretariat of Penitentiary Administration (SEAP), under the coordination of the State Secretariat of Public Security and Social Defense (SEGUP), participating in the Integrated System of Public Security and Social Defense (SIEDS), according to Law No. 7,584/2011 (PARÁ, 2011).

According to the Pará Constitution, in article 200, it is up to the CBMPA to carry out:

- I - fire prevention and extinguishing, protection, search and rescue services;
- II - emergency aid;
- III - expertise at the scene of a fire;
- IV - bathhouse protection by lifeguards;
- V – prevention of accidents and fires on the seashore and riverside;
- VI – protection and prevention against forest fire;
- VII – civil defense activities, including planning and coordination thereof.
- VIII - technical-scientific activities inherent to its field of activity (PARÁ, 1989).

In its law of basic organization of the CBMPA, in addition to the attributions listed above, activities inherent to the institution are described in accordance with article 2 the planning, coordination and execution of civil defense activities, as well as:

- [...] X – Fire and panic safety activities aimed at protecting people, public and private property, including the protection of premises, transportation, handling and operation of dangerous products;
- XI – Fire protection activities, with a view to environmental protection;

XII – Assistance in cases of accidents, public calamities, catastrophes, whenever there is a threat of destruction of property, victims or people in imminent danger of life (PARÁ, 1992).

This state rule shows an interest in adjusting the activities of the CBMPA in a more specific way, related to serious events that lead to dangers such as dangerous products, environmental protection and calamities and catastrophes inherent to civil defense in the state of Pará.

It is in this sense, in the thought of integrated action with other SIEDS institutions, that CBMPA, observing the strategic direction of SEGUP, to which it is linked when acting in public security, follows the Strategic Plan for Public Security and Social Defense 2022-2031 (PARÁ, 2022a), which listed some guidelines for SIEDS bodies, such as "**Strengthening public security and social defense institutions**", which, among several elements, highlighted the "**implementation of strategic management methodologies and results systems**" (PARÁ, 2022), which led CBMPA to produce its own strategic planning, to achieve its organizational goals.

Established in 2022, the 2022-2031 Strategic Plan of the Military Fire Brigade of Pará (CBMPA) established its **Mission** "To contribute to protecting life, property and the environment in order to ensure the provision of military firefighter and civil defense services to society", with a **Vision for the future** "To be known as a Military Firefighter corporation of excellence and a national reference in risk and disaster management, with the use of advanced technologies and trained and motivated professionals", in order to observe the organizational values: Respect for hierarchy and discipline⁶; Proactivity⁷; Probity⁸; Courage⁹; Loyalty¹⁰ and Improvement¹¹ (PARÁ, 2022b).

⁶ "These are principles that constitute the basis of military organizations, condensing values such as respect for the dignity of the human person, patriotism, civility, professionalism, loyalty, constancy, truth, honor, and honesty." (PARÁ, 2022b).

⁷ "It consists of a behavior of anticipation, of organizing tasks and initiatives to solve the institution's problems, without distancing oneself from the Corporation's objectives and without waiting for superior orders. The proactive military has the following essential qualities: knowledge of the organizational culture of the CBMPA, dedicates himself entirely to the service he performs, keeps updating his knowledge and is always flexible to the new strategies demanded and ready to put them into practice" (PARÁ, 2022b).

⁸ "Inherent value is the honesty and rigor that the Military Firefighter must have in the exercise of public function, respect for laws and norms, within ethical and moral limits" (PARÁ, 2022b).

⁹ "Considered a virtue of the human being, it is the strength that a Military Firefighter has to act despite the difficulties or dangers encountered. Thanks to his courage, the Firefighter can overcome obstacles and carry out his action" (PARÁ, 2022b).

¹⁰ "Consideration of the precepts that concern honor, decency and honesty" (PARÁ, 2022b)

¹¹ "This value is fundamental for the search for knowledge of CBMPA agents in continuing education courses, namely: administrative and operational courses, internships and improvement courses, daily instructions, postgraduate courses aimed at constant professional training and the good performance of the corporation's Soldiers and Officers" (PARÁ, 2022b).

The CBMPA Strategic Plan, through studies according to the methodological assumptions of the War College (ESG), applied the 4 phases, called "Diagnosis". "Policy", "Strategic" and "Management" resulting in 7 strategic objectives.

STRATEGIC OBJECTIVES OF THE STRATEGIC PLAN 2022-2031 OF THE MILITARY FIRE BRIGADE OF PARÁ: COMPARATIVE ANALYSIS

Strategic Objective 1 (SO1) – Increase service capacity

In this strategic objective, the CBMPA highlighted the increase of its interventions in the territory of Pará, in the services of its competence, with the aim of making the public security institution more efficient.

In a society that demands more services from the system and public security, the CBMPA has several attributions provided for in its organic law and in the state constitution, similar to other similar institutions in Brazil (SANTOS *et al.*, 2023; SOUZA, 2015), so that the strategic plan established this guiding means for the public organization to make efforts to adequately satisfy society.

Strategic Objective 2 (SO2) – Improve governance, organizational management and public policies for social security and defense

This strategic objective is related to the way of managing public affairs and the people of the institution, in accordance with the provisions of the public policy for social security and defense in force in the state, namely the Territories for Peace Policy (TerPaz) (PARÁ, 2022c), being condensed by the 2022-2031 strategic plan of SIEDS.

Working in environments of socially vulnerable populations is a challenge that CBMPA has been facing with limited resources, but technical governance, such as in the state of Rio de Janeiro (SOUZA JUNIOR *et al.*, 2016) and in the Federal District (BOMFIM, 2017; TELES, 2021), such a strategic goal can be achieved.

Strategic Objective 3 (OE3) – Promote better working conditions for CBMPA agents and employees

Regarding strategic objective 3, it is seen that CBMPA is interested in providing a work environment consistent with the human dignity of its internal employees, whether military or civilian, providing that their basic needs are met, so that they can promote their services with excellence to Pará society.

Like Tavares (2021) in the institution of the Federal District, in which spiritual help is proposed through chaplaincy, other services and instruments can be applied for satisfactory

conditions, such as individual protection instruments, more ergonomic service equipment, better accommodations (lodgings) and meals (OLIVEIRA, 2023) and normative changes to make promotions and professional advancement in the military career more accessible.

Strategic Objective 4 (SO4) – Establish the knowledge management policy and develop strategies to reduce crime

Regarding strategic objective 4, it is verified that data collection, information processing and knowledge production is a primary institutional goal for the reduction of illicit activities related to the activities of military firefighters, such as arson, as well as military crime perpetrated by its own members and activities related to other services. Although it is not an exclusive competence of the CBMPA, the military organization, by integrating the SIEDS, starts to have atypical activities to act in conjunction with other institutions of the public security system, see the performance of the TerPaz Public Policy.

The data must be obtained internally through indicators (FRANCE; RODRIGUES; CRUZ, 2023; GUIMARÃES, 2022) and with external stakeholders, the so-called *stakeholders* (SOUZA JUNIOR *et al.*, 2016), so that the CBMPA has a scenario closer to reality and that favors strategic, tactical and operational planning, which will be assertive in the community's desires.

Strategic Objective 5 (SO5) – Expand actions aimed at protecting and fighting urban and forest fires, with the objective of sustainable development

The CBMPA allocated strategic objective number 5 to confront the preventive and repressive aspect of fires (PRADO; ANSCHAU, 2018) in urban and rural environments, evidencing the concern with the environmental sustainability of the Pará biome, in the Amazon context.

In this sense, Santos *et al.* (2023) defended in their institution the financial contribution for various activities, such as firefighting, as the actions related to this task require not only human resources, but also its own budget, the same path to be followed by the CBMPA, which with its strategic plan will have a technical instrument to claim such economic resources, still with monitored activities to prevent this type of environmental damage, in order to verify the effectiveness of strategic actions, as demonstrated by Lorenzi (2020) in a military firefighter unit in the state of Paraná.

Strategic Objective 6 (SO6) – Improve Civil Defense services together with municipalities and Pará society

Regarding strategic objective 6, the CBMPA, which has complementary civil defense attributions in the state of Pará, envisioned this competence with municipal integration and with the entire civil society of Pará, through people and organizations, since, being complex activities, they must involve the entire community, especially local entities where catastrophic events occur.

One of the ways to implement this strategic objective can follow the methodology studied by Silva (2024), with standardization of a norm that regulates the tasks of both the municipalities and the CBMPA.

Being the continental reality of the state of Pará, with geographical specificities that make it difficult to access the municipalities, there is the proposal of Silva (2023) regarding the strategic use of state aviation so that the CBMPA serves the municipalities of Pará more quickly, as already integrated into the State Public Security Air Group (GRAESP).

Strategic Objective 7 (SO7) – Provide improvement in the training, improvement and specialization of Military Firefighters

The technical preparation of employees in any organization is an essential requirement for institutional affectivity and success, as it can offer services and/or goods with excellence (TAVARES, 2021), so that strategic objective 7 establishes this goal, whether in the entry of state military personnel (training) or in training in more sophisticated activities (improvement and specialization).

As Silva (2023) discusses, for the military firefighter institution, training, together with good equipment, contributes to motivate the public agent to perform his tasks in order to achieve the goals intended by the organization, reflecting on the positive perception by the citizen-user of military firefighter services, but for the success of this goal, a more comprehensive and feasible teaching plan must be structured.

Strategic objective 8 (OE8) – Establish a doctrine of social prevention in the corporation

The CBMPA's strategic plan listed an objective related to social prevention, which is understood in the document as the primary, secondary and tertiary prevention of acts related to infractions and public disorders affecting the activities of military firefighters and civil defense, such as domestic accidents, fires, drownings and various disasters.

Teles (2021) points out that a tactical plan based on the doctrine for risk prevention should be adopted, so this objective is relevant for establishing a set of parameters and general values for action in the fields of social prevention and civil defense activity for the CBMPA.

There is also a need to institute such a doctrine in crime prevention, the strengthening of CBMPA's own activity in the School of Life Program, as reported by Moraes, Chaves and Nascimento (2020), in which young people are guided, through parameters of the fire department, to avoid getting involved in criminal crimes, either as perpetrators or even victims.

CONCLUSION

This article sought to develop an analysis of the strategic objectives of the Military Fire Brigade of Pará, through bibliographic and documentary research with qualitative data obtained from legislation about the CBMPA and academic research on strategic planning in the context of public security and other military fire brigades in Brazil.

At the end of the study, the problem question was adequately answered, so that the strategic objectives foreseen in the plan of the senior management of the Military Fire Brigade of Pará were presented, with the correlation of its constitutional competence (mission of the institution) and its future goal (vision).

From the results achieved in the study, it can be seen that the CBMPA prioritizes in its current strategic plan to increase its capacity to meet social demands, improve its management in accordance with SIEDS and government public policies, provide improvements in internal conditions for its public agents and establish policies that can provide knowledge management in order to collaborate in the reduction of the criminal phenomenon.

The study also discussed the strategic goals of CBMPA in expanding activities that will protect and also face the various types of fires to favor environmental sustainability, enable the means of initial training and technical and academic improvement of its staff and implement a doctrinal framework related to the institution's social prevention actions, in addition to improving joint actions with municipalities in Civil Defense activities.

Thus, it can be seen that the results of the article present an initial assessment of how to develop strategic activities of the CBMPA to make it more efficient in its end and means activities, so that the society of Pará has services with excellence, with its servers and internal collaborators motivated to exercise them promptly.



However, it should be noted that it is not enough just to predict strategic objectives in the institutional plan of the CBMPA for reality to be modified, and it is essential to study, prepare and execute plans at tactical and operational levels, in order to unfold the strategic plan, also requiring training for the staff, acquisition of financial resources, equipment and technologies for the institution to achieve its intended vision of the future.

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