

100 Years of Fire/EMS Integration



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1.0 EXECUTIVE SUMMARY

In 2012 we celebrate 100 years of serving our community in the combined role of fire suppression, rescue and emergency medical services. It has been through remarkable commitment combined with loyal steadfast staff that we have been so successful in providing such an important role in keeping our community safe.

We have come a long way from just fighting fires to meeting our current diverse calls for service. Fulfilling our citizens expectations with the most professional, capable and skilled staff who arrive quickly, is what we are recognized for in the community. Our team's success exists through the support of our City Council, Administration and key business units in the city. Being able to build on this support has been critical for our team to continue to serve in role of emergency medical services.

Our goal is simple. Through this plan, we are focused on continuing to serve our mission of keeping the community safe for another 100 years.

2.0 ACKNOWLEDGEMENTS

The following individuals participated in the preparation of the Business Plan:

1. Fire Chief Brian Cornforth
2. Deputy Fire Chief Roy Pollmuller
3. Deputy Fire Chief Wayne Johnson
4. Deputy Fire Chief Dana Terry
5. EMS Operations Officer Lynn Villiger
6. Platoon Chief Jesse Kurtz
7. Platoon Chief Ken Mercer
8. Platoon Chief Barry Sorensen
9. EMS Resource Officer Ward Eggli
10. Fire Training Officer Warren McEwen
11. Medical Training Officer Marc Rathwell
12. Chief Fire Marshall Ken Knox
13. IAFF President Rob Chollak
14. IAFF Secretary Brent Shelton
15. Karen Collin, Financial & Administration Manager
16. Transit Manager John King, Facilitator

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3.0 BUSINESS UNIT OVERVIEW

In 1886, when the Lethbridge Fire Department came into being, the fire service was about little more than putting the wet stuff on the red stuff. Today, as one of the leading, longest operating, fully integrated fire and emergency medical services departments in the province, that statement is too simplistic. Every ambulance, and every fire truck, in the city has at least one advanced life support equipped paramedic on it. We have fully equipped water rescue, rope rescue, and future hazardous materials, teams in the city. Our fire suppression teams train to NFPA accepted standards. Our Fire prevention bureau is a leader in public education and involvement in liaising with other government agencies to lobby for safer codes, and thus a safer community.

3.1 Mission\Vision\Values

Mission:

Our mission is to safely serve the community by preserving life, preventing injury/illness and protecting property in a professional and timely manner.

Vision:

Our team will continue to pursue excellence in both emergency prevention and emergency service delivery, improving community health and safety.

Values:

A Supportive Environment	Focusing on Those Whom We Serve	Achieving Results
<ul style="list-style-type: none">Employee wellness, health and safety.	<ul style="list-style-type: none">Acting in a friendly, responsible and caring manner.	<ul style="list-style-type: none">Timeliness (response times that consistently meet or exceed industry standards).
<ul style="list-style-type: none">Teamwork.	<ul style="list-style-type: none">Treating our customers with dignity, kindness and integrity.	<ul style="list-style-type: none">Innovation.
<ul style="list-style-type: none">Lifelong learning.	<ul style="list-style-type: none">Building relationships between organizations.	<ul style="list-style-type: none">Effective use of technology.
<ul style="list-style-type: none">Accountable leadership.	<ul style="list-style-type: none">Demonstrating commitment to our mission.	<ul style="list-style-type: none">Accountability and financial responsibility.
<ul style="list-style-type: none">Communication.		<ul style="list-style-type: none">Accuracy, knowledge and efficiency.
<ul style="list-style-type: none">Treating each other with dignity and respect.		<ul style="list-style-type: none">Preservation of the environment.

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3.2 Organization Chart



City of Lethbridge

FIRE AND EMERGENCY SERVICES

Organization Chart

2011

DIRECTOR OF COMMUNITY SERVICES



Chief of Fire and Emergency Services

Chief Fire Marshall

- ❖ Life Safety & Code Enforcement
- ❖ Public Safety Education
- ❖ Community Development & Planning Review
- ❖ Pre-Emergency Risk Planning

Deputy Chief Support Services

- ❖ Emergency Planning
- ❖ Health and Safety
- ❖ Suppression/rescue fleet management
- ❖ Payroll Administration
- ❖ Standard Operating Policy & Procedures
- ❖ Staff Development
Training
Recruiting

Deputy Chief Strategic Services

- ❖ Strategic Planning
- ❖ Alberta Health Services Contract Manager
- ❖ Medical Control & Protocols
- ❖ Financial Planning & Control
- ❖ Community and Regional Partnerships

Deputy Chief Fire & Medical Services Operations

- ❖ Medical and Fire Response Operations
- ❖ Incident Response Strategies
- ❖ Quality assurance
- ❖ Medical protocols
- ❖ Fire and Ambulance Committee
- ❖ Performance Reporting

Emergency Medical Services Operations officer
Equipment Technician

Platoon Chief Response Services

- ❖ Direction of on-duty platoon personnel in matters of Suppression, medical emergencies, rescue, and hazardous material spills
- ❖ Equipment assessment & Fleet Management

Station Captain
Lieutenant
Firefighter/EMS personnel

3.3 History

There have been significant changes in the 125 years since the Fire Department in Lethbridge was first formed (1886). Of special note are:

1886 Lethbridge Fire Department formed

1912 First ambulance

1920 IAFF certifies as the bargaining unit

1960s No. 3 Fire Station opened (South)
Fire prevention Division established

1970s 1st Emergency Medical Technicians trained on shift
New fire training tower opened
Fire HQ relocated

1980s No. 2 Fire Station opened (West)
3rd front line ambulance
Paramedics hired
EMS administrative positions created
1st computer commissioned in Fire Department

1990s 1st Advanced Life Support Engines
Medical Priority Dispatch introduced
4th front line ambulance
1st female fire fighter hired
FDM digital records management implemented

- 2000s
- 1st Emergency Services Chief hired externally
 - Fire training moved to certifications
 - EMS field trainers introduced
 - PSCC center moved to its own location with Police dispatch
 - Two more EMS administrative positions created
 - 5th on duty ambulance for peak hours
 - Fire Degree program of Lakeland College implemented
 - Signing of 1st Ambulance Service Contract with Alberta Health Services
 - Platoon Chiefs, 1st created in 1990 as an engine officer, moves to shift officer role
 - Adopted new provincial medical control protocols

3.4 Accomplishments

- Implemented new Key Performance Indicators.
- Increased minimum on shift personnel moving Platoon Chiefs to active administration leadership role.
- Undertook major renovations of Station #4 and new Station #1 projects.
- Negotiations for new contract with Alberta Health for Ambulance services.
- Regional Training Center upgrades.
- New County of Lethbridge contract Fire & Rescue.
- "Crown Jewel of Southern Alberta" – Dr. Ian Phelps, Medical Director South Zone Alberta Health Services.

3.5 Initiatives and Major Capital Projects in Progress

Fire & Emergency Services - Current & Planned Capital Projects		
Name	Capital Improvement Identifier	Purpose of Project
#4 Fire Station Renovations.	AMIP	Renew and expand fire station quarters, equipment technician area, and training center.
New #1 Fire Station 207-4 Ave. S. Fire Admin/Fire Prevention/ PSCC/ EOC/ Fire-EMS Operations	AMIP	Construct new replacement fire station, Fire administration, fire prevention, PSCC, and EOC building.
Fire Training Tower and grounds renovations	N-15 MSI funded	Upgrade tower from Class A fires to propane fired props; install new training water retention and recycling to meet environmental requirements.

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4.0 ANALYSIS

4.1 Financial Summary

Tax Supported

Community Services
Fire & Emergency Services
Budget Summary

	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2011-2014</i>
	<i>Actual</i>	<i>Budget</i>	<i>Request</i>	<i>Request</i>	<i>Request</i>	<i>Change</i>
Revenues						
Other Revenues	36,538	4,900	10,500	11,100	11,700	6,800
Sales of Goods & Services	7,986,176	7,668,324	7,901,100	8,019,000	8,331,700	663,376
	8,022,714	7,673,224	7,911,600	8,030,100	8,343,400	670,176
Expenses						
Asset Transactions	10,995	202,800	202,800	202,800	202,800	0
Financial Charges	132,928	108,500	117,000	117,000	117,000	8,500
General Services	303,653	487,050	541,525	544,900	548,275	61,225
Interdepartmental Transfers	1,597,262	1,720,600	1,827,300	1,838,100	1,837,300	116,700
Materials & Supplies	418,055	564,500	529,300	529,300	529,300	(35,200)
Other Personnel	469,094	610,250	588,525	585,550	582,575	(27,675)
Reserve Transfers	(5,633)	0	0	0	0	0
Transfers to Capital	874,457	0	0	0	0	0
Wages & Benefits	17,903,924	19,441,565	19,263,500	19,345,565	19,426,646	(14,919)
	21,704,734	23,135,265	23,069,950	23,163,215	23,243,896	108,631
Total Fire & Emergency Services	13,682,020	15,462,041	15,158,350	15,133,115	14,900,496	(561,545)

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4.2 Core Business and Service Levels

Fire and Emergency Services – Core Business & Service Levels	
Core Service - FIRE SUPPRESSION	
Description of Service:	Service Level:
To provide an emergency fire response.	To arrive at a fire incident in a timely fashion with the right resources.
Core Service - EMERGENCY MEDICAL SERVICES (AMBULANCE)	
Description of Service:	Service Level:
To provide emergency medical response in the field.	To arrive at a medical emergency in a timely fashion and provide care in scope of our contractual obligations to AHS.
Core Service - RESCUE	
Description of Service:	Service Level:
To provide emergency rescue services.	Water, Confined space, High and low slope, MVC trained.
Core Service - TRAINING	
Description of Service:	Service Level:
Ongoing core training. Training new recruits.	Current, competent, and qualified staff.
Core Service - FIRST MEDICAL RESPONSE	
Description of Service:	Service Level:
To provide first response medical services prior to an ambulance arriving.	Provide a joint response with ambulance when patient condition is critical and first medical response prior to ambulance arrival.
Core Service - EMERGENCY PREPAREDNESS	
Description of Service:	Service Level:
Emergency Exercises provided.	Up-to -date Emergency Plan with regular operational testing. City staff trained in Incident Command System.
Core Service - PUBLIC EDUCATION	
Description of Service:	Service Level:
Public Safety education.	Public safety awareness and practical training.

Fire & Emergency Services

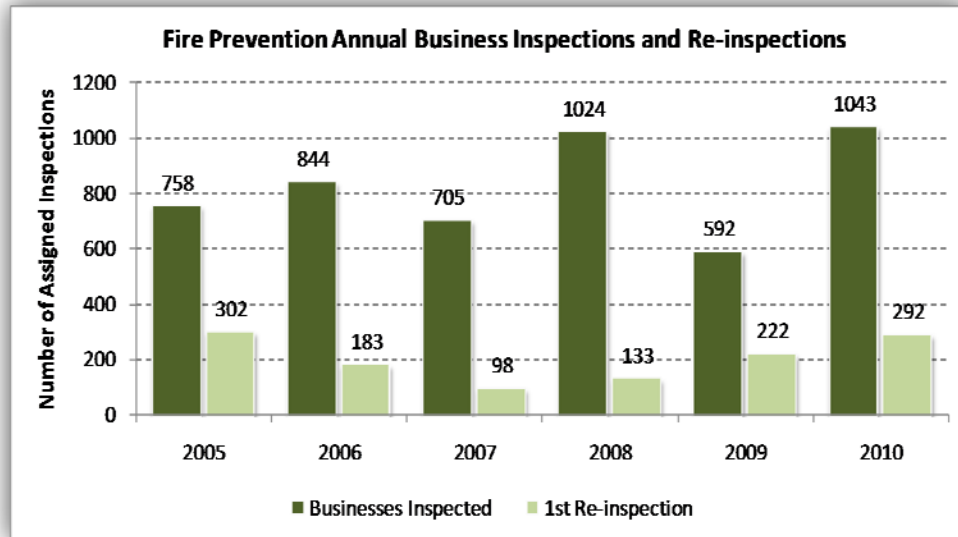
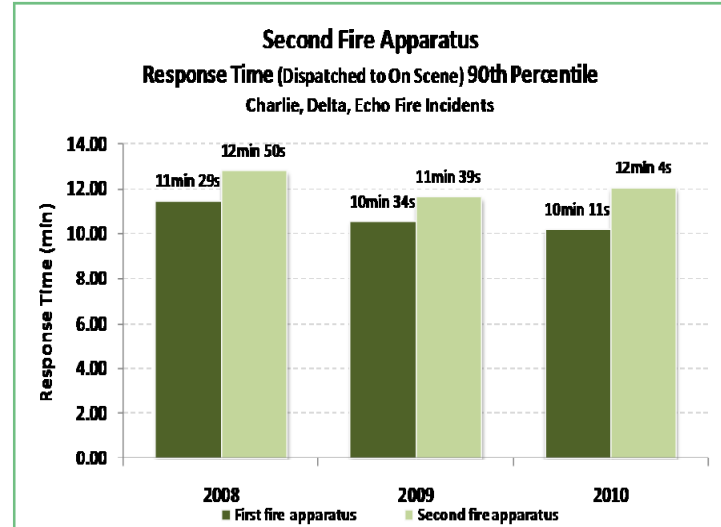
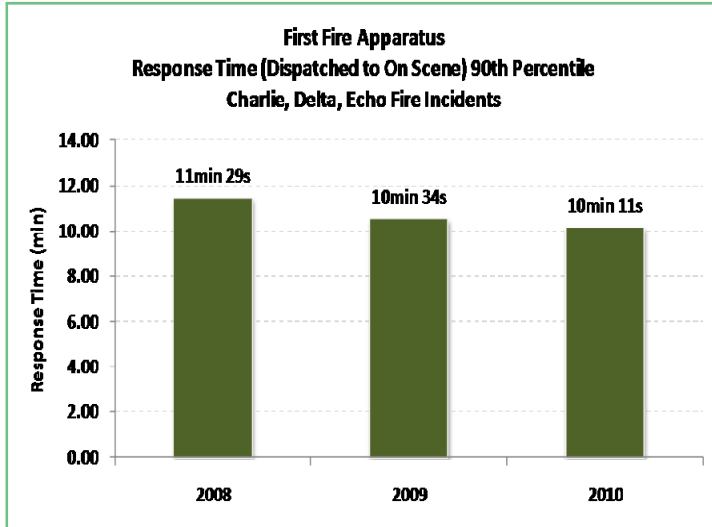
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Fire and Emergency Services – Core Business & Service Levels	
Core Service - FIRE INVESTIGATION	
Description of Service:	Service Level:
Investigations.	Effective determine cause and origin of fires.
Core Service - FIRE INSPECTION	
Description of Service:	Service Level:
Building inspections per Fire code.	Inspections complete and returns complete.
Core Service - HAZARDOUS MATERIALS	
Description of Service:	Service Level:
To provide emergency response to HazMat incidents.	To identify, isolate hazardous materials releases, and to begin recovery planning.

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4.3 Performance Measures



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4.4 Key Customers and Stakeholders

Fire & Emergency Services – Key Customers/Stakeholders	
Key Customers/Stakeholders	Summary of Perceived Needs or Expectations
• City Council	• Transparent and verified service delivery
• City Administration	• Operate within Corporate Policy, vision & values
• Citizens	• Reliable, professional and efficient
• Community	• Reliable, professional and efficient
• PSCC	• Established Service level agreements
• Staff	• Safe, secure, and meaningful work
• AHS	• EMS aligned to provincial delivery model
• IAFF	• Safe, secure and meaningful work
• CUPE	• Safe, secure and meaningful work
• OHS	• Adherence to legislation
• LRPS/RCMP	• Community partners in Public safety
• Community Health/AHS/CRH	• Community partners in Public safety
• Fleet Services	• BU partners with established service agreements
• Purchasing/Stores	• BU partners with established service agreements
• IRM	• Workplace safety
• ERC & HR	• Employee wellness/satisfaction
• AHS as suppliers/standardization/ Medical Director	• Alignment with Alberta Health Services contract
• Home Builders	• Life safety and partners towards economic stability
• Business Community	• Partners and customers
• Lakeland College/Fire ETC	• Recruiting and staff development/training
• County Fire Departments	• Resource sharing agreements
• Safety Codes Council	• Legislation and training
• ACOP	• Licensing, competence, and professionalism
• Bordering Communities	• Regional Resource Sharing
• Alberta Government	• Legislation, regulations, and grant funding
• Calgary Fire Department	• Resource sharing

4.5 Current Context

TRENDS:	• Focus on Privacy/FOIP
	• Higher standards of safety in vehicles
	• Ergonomic work environment
	• Building Design, Functionality, LEEDs
	• Building code, Fire Code move from prescription based to performance based
	• Fire/EMS – evidence based protocols/training
	• Provincial Standardization (AHS EMS)
	• Increased Accountability for training. Proof of competency – those who govern and Alberta Health Services. Auditing of services
	• Recruiting & generational challenges
	• Accreditation – diversified standards
	• Increased focus on Safety
	• Increased specialization
	• More synthetic building Materials
	• More Dangerous chemicals -> diversification of response -> increased risk

POLITICAL FACTORS:	• Provincial EMS governance
	• Intergovernmental relationships
	• Service levels
	• Increased fiscal responsibility
	• Transparency
	• National/Provincial Building codes
	• EMS First Response
	• Privacy/FOIP

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ECONOMIC CLIMATE:	• Increased fiscal responsibility
	• More global economy
	• Volatile energy costs / utility costs
	• Grants – less funding distributed over longer terms; more conditions
	• Priorities
	• “Downloading” from other agencies (e.g. AHS)
	• Economical downturn

CUSTOMER NEEDS:	• Diverse needs –demand for services
	• Carbon Monoxide issues, sprinklers, fire prevention, home care, education, etc.
	• When people call 911, we are expected to do something
	• Internal customers – training
	• Outside organizations (County, Environment, AHS Facilities)
	• Sharing resources
	• Increased Community needs
	• Partnerships

UNCERTAINTIES:	• AHS performance based contract
	• Meeting urban growth
	• Dispatch transition (EMS)
	• New legislation
	• EMS first response
	• Fire Emergency Services Training Initiative (Provincial AEMA initiative)
	• Labour

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OTHER FACTORS: (Technology, Facilities, Organizational Trends, etc.)	• Interdependence on IT /requirements
	• MDTs (mobile data terminals)
	• E-PCRs (electronic patient care reporting)
	• Equipment Life cycle replacement
	• Interdependence with other business units
	• Increased accountability for data collection/performance measurement
	• Heightened focus on EMS contract (data, monitoring, reporting, financial, etc)
	• Risk management /organizational resiliency
	• Recruiting with specific Skills
	• HR competency based job profiles, effectiveness
	• Increased Specialization
	• Increased training organizationally
	• Generational challenges
	• Urban development & city development
	• Service levels
	• Services outside city limits
• Municipal Development Plan – (influence or react)	
• Inter-Municipal Development Plan	

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4.6 SPOT Analysis

STRENGTHS:	• Strong leadership team
	• Open dialogue – staff, union
	• Commitment to educated staff
	• Improved communication internally
	• Improved Incident management skill set
	• Public Education
	• Doing the right things because they are right (resiliency)
	• Diverse skill set
	• Positive Health and Wellness program
	• Equipment and resources
	• Positive relationships/alliances with other government agencies
	• Staff – ability & agility
	• Adaptable service
	• Technology

PROBLEMS:	• Continued commitment to training
	• City Council’s knowledge of our business
	• Recruitment/qualified staff
	• Responsibility to 2 governing organizations (Council, AHS)
	• Officer development
	• Staff Development
	• Maintaining Technology
	• PSCC/AHS – dispatch Calgary
	• Understanding roles / responsibilities (entitlement perception)
	• Remaining engaged
	• “side of desk” emergency planning
	• Internal Communications /External
	• Support from Corporation / “understanding our world”
	• Fleet stability / level of service
	• Overloading staff
	• Generational Differences

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OPPORTUNITIES:	• Professional Development training feedback
	• Long term contract with AHS
	• Southern Training center (fire/EMS)
	• Showcase integrated model (Internal/External)
	• Improved partnership with fleet re: level of service agreement & other dept.
	• Ability to improve/upgrade competencies & education
	• New/expanding services, major emergency planning, business continuity
	• Common CAD City/Region
	• Regional services AHS (county)
	• Improved technology E-PCR, MDT, E-Inspect
	• Community fire/accident prevention Education, Investigations

THREATS:	• Continued commitment to training
	• Keeping pace with changing environment
	• Changes in workplace
	• Economic climate
	• PSCC/AHS dispatch in Calgary
	• Legislative changes (180 day notice)
	• Intergovernmental relations
	• AHS – term & performance
	• Balance – retain level of services but keep taxes in check
	• High expectations, limited resources

5.0 STRATEGIC INITIATIVES & OPPORTUNITIES

Fire & Emergency Services – 5 Bold Steps	
Bold Step	Primary/Secondary Objectives
1. Establish Service Standards for Lethbridge Fire & Emergency Services.	<ul style="list-style-type: none"> • Council & Community accepted levels of service. • Define resource limits for all calls for service for our operations. • Service Standards accepted by all stakeholders.
2. Complete Emergency Services Master Plan.	<ul style="list-style-type: none"> • Cost Effective, efficient service. • Short (3-5 yr) and long (5-20 yr) recommendations for Strategic Planning.
3. Maintain competencies to support Core Services.	<ul style="list-style-type: none"> • Defined levels of competence. • Develop 3 year training plans. • Align training to corporate, industry, and legislative requirements.
4. Secure a minimum 5 year contract with AHS for the delivery of Ambulance Services.	<ul style="list-style-type: none"> • Maintain Fire/EMS integration. • Match Appropriate Resources to Performance Based Contract. • Provide a stable ALS service for all we serve. • Maintain confidence in service delivery (to Council, citizens, other stakeholders). • Hire and retain highly qualified staff.
5. Supporting life safety through design & education.	<ul style="list-style-type: none"> • Establish new infrastructure design guidelines. • Design safer urban/suburban communities. • Fully approved sprinkler subdivision development in Lethbridge. • Stake holders define required education. • Safety Codes officers to Level II. • Decreased fire dollar loss. • Increased Life safety.