



Section 9

RECOMMENDATIONS

9.1 Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.1 Operational Practices and Procedures

A. Transitional Solutions Inc. recommends that Cypress County along with their Health and Safety Officer develop Standard Operational Guidelines that are in compliance with the Alberta Occupational Health Safety Act. These guidelines must be acceptable practices within the firefighting industry.

B. It is recommended that Cypress County include a revision control process be included in FP04 and in the header or footer of each SOG. It should identify the revision number and date of issue, so that anyone reviewing the SOG will not be reviewing any that are more than 3 years old. All SOG's would need to be reviewed and re-issued at a minimum of once every three years.

2.2 Records Management System

A. Transitional Solutions Inc. recommends that the Cypress County Fire Department implement the use of a Fire Department Management software program in all stations within the County. Training for all primary users of the system will be instrumental in ensuring that the required data is captured.

B. Transitional Solutions Inc. further recommends that an Administrative Policy is created identifying the process of data collection, data entry, user permissions and record retention for the fire department management software program.

2.3 Training

A. Transitional Solutions Inc. recommends that the training program for the Fire Department be aligned with the Fire Services Level of Services Policy, identified risks of the service area and historical call data. Each station within the County will define what services that they will deliver in their fire area and complete the training that applies to that service level.

B. Transitional Solutions Inc. recommends that the recruit training program be reviewed, revised, standardized and implemented County wide. All new members must successfully complete the training prior to responding. Recruit training should address the following as a minimum:

- I. General knowledge and skills applicable to tasks they will be assigned
- II. Fire Department communications
- III. Fire Department safety
- IV. Incident Command (ICS)
- V. PPE – use and care of - including respiratory protection

C. After completing the firefighter introductory program, the firefighter shall complete the following Lakeland College Emergency Training Centre qualification levels (or acceptable equivalents) within 3 years: FFTS-S300 “General Knowledge”, FFTS-S400 “Water Supply”, FFTS-S601 “Pump Operator – Basic”, FFTS-S1100 “Vehicle Extrication”, S-100g Grassland Wildfire Operations, and ICS100.

D. Develop, standardize and implement a skills maintenance training schedule for all stations. Skills maintenance training is done to maintain proficiency in skills already learned through formal training. The training programs offered should include the following topics:

- Fire Department Safety
- Standard First Aid and CPR
- Building Construction
- Basic Fireground Operations
- Fireground Water Supplies
- On Scene Support Operations
- Wildland Fires, Vehicle Fires, Defensive Structural Firefighting
- Hazmat Awareness
- Vehicle Extrication
- FMR training/recertification for those currently certified

E. Develop and implement a formal training schedule for knowledge and skills based training for all stations to ensure that the departments mandate can be met consistently throughout the County. Formal training is required to achieve certifications such as NFPA Professional Firefighter Qualifications 1001 or components thereof. i.e. vehicle extrication.

F. Utilize the records management system to produce and retain standardized individual training records for each firefighter. Copies of certificates shall be retained on file.

G. Transitional Solutions Inc. recommends that Cypress County explore the options available for online training for their emergency responders. Online training allows the paid-on call emergency responder to access training courses and programs at their convenience. Online training is flexible, cost- effective and provides consistency in the delivery of the training.

H. Transitional Solutions Inc. recommends that two additional personnel be trained to NFPA 1041 Fire Service Instructor.

I. Transitional Solutions Inc. recommends that Cypress County explore opportunities for inter-agency training with CFB Suffield, Town of Redcliff and the City of Medicine Hat.

J. Transitional Solutions Inc. recommends that the Fire Officer level courses be mandatory for all personnel currently holding Officer positions within the department. Four of the five recommended courses are offered online or via correspondence.

2.4 Maintenance

- A. Transitional Solutions Inc. recommends that Cypress County perform annual service testing of their Fire Department pumping apparatus. The testing and certification of pumps is critical to ensure that the pump is operating at capacity. (NFPA 1911)
- B. Transitional Solutions Inc. recommends that annual load testing of ladders is included in their maintenance program. The criteria for the test can be found in Chapter 7 of NFPA 1932: Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders.
- C. Transitional Solutions Inc. recommends that the Fire Department implement a respiratory protection program that governs the Selection, Use, Care and Maintenance of all respiratory protection equipment. As part of this program, an SCBA regulator air flow test shall be conducted. The results of these tests are to be retained on file for the life of the air pak. (Section 245 OH&S)

2.5 Equipment

- A. Equipment is being donated by service clubs or funds are being raised to acquire equipment. A policy needs to be implemented that outlines the transfer of the equipment to the County and that the required maintenance and training is performed.
- B. PPE – All County stations should have access to personal protective equipment as outlined in NFPA 1977 for wildland fires (hard hat, coveralls, safety glasses, leather gloves and 8- inch work boots).

2.6 Procurement

- A. Transitional Solutions Inc. recommends that Cypress County Fire Department explore leasing options for apparatus and/or equipment.

2.7 Dispatch Protocols

- A. Implement dispatching of multiple stations on the initial call. “Irvine and Walsh” and “Schuler and Hilda” would become dispatch zones and activated simultaneously for calls in their fire service area.

2.8 Fire Prevention / Public Education

- A. Transitional Solutions Inc recommends that the Fire Department create a monthly plan for fire prevention and public education activities. The plan should be identifying specific activities, responsibility for completion and follow up action items.
- B. Transitional Solutions Inc recommends that an amount of \$2000 be allocated to support fire prevention and public education materials and activities in budget year 2017 and each subsequent year thereafter.

Section 3 - Service Level

3.1 Fire Services

A. FP12 Fire Services Level of Service policy should encompass all potential emergency events. The Level of Service bylaw references the policy's defined levels of service.

3.2 Partnerships

A. Transitional Solutions Inc. recommends that Cypress County Fire Department establish lines of communication with regional partners to explore opportunities for regionalization, collaboration and the regional delivery of other fire services.

B. All Service Agreements shall be reviewed and updated on an annual basis with the review focused on fee schedules, NFPA standards associated to apparatus, insurance documentation, etc. In addition, all agreements should be renegotiated prior to their expiry date to ensure there is no disruption of services.

C. Transitional Solutions Inc. recommends that Cypress County give consideration to the restructuring of the current fire service districts. The restructuring would give additional responsibilities to those departments who have said they could handle more and potentially could reduce the operating costs associated with the Medicine Hat Fire Service Agreement. In order to support this, statistical mapping (GIS) of all calls in the Medicine Hat fire district would be required so a detailed analysis could be completed and assist in the restructuring process. Statistical reporting should be a requirement from the City of Medicine Hat to the County in the Fire Services Agreement.

Section 4 - Structure and Governance

4.1 Mission, Vision, Values

A. Transitional Solutions Inc. recommends that the Cypress County Fire Department take the necessary steps to create Mission, Vision and Value statements. TSI would recommend using the services of HR staff or an HR consultant to assist with the process. The process of doing this will help define the current mission, the future and a set of core values that the department will rely on moving forward.

4.2 Governance Structure

A. All fire departments funded by the County should be structured the same. (operations and administration)

4.3 Bylaws

A. Bylaw 2002/17 (amended 2014/49) Part 1, Clause 4 to be updated to include grazing association(s) in wildland fire suppression as long as mandatory fire training courses and accountability systems are included: ICS100 & S100G.

B. Site inspections should be done prior to the issuing of fire permits in close proximity to structures.

- C. Fire Guardians to attend an annual training/refresher course.
- D. Bylaw 2014/30 Fire Services Board to be amended after the Fire Master Plan Final Report.
- E. Review Bylaw 2015/30 Green Lamps. Most the motoring public is not familiar with the spirit of this legislation. There should be a root-cause analysis completed to identify the problem and then determine what is the best solution to eliminate the risk.

Section 5 - Facilities

5.1 Fire Service Facilities

- A. Transitional Solutions Inc. recommends that Cypress County provide all fire stations with internet access and IT equipment for training and "I am Responding".

Section 6 - Human Resources

6.1 Staffing

- A. Recruitment of a full-time Cypress County Deputy Fire Chief (1FTE from the current .5 FTE).
- B. Addition of a .5 Administrative Support term position. This is to assist the Fire Chief and Deputy Chief with the administrative paperwork. The term should be for one year with a review at the end of the year to determine if the position is an ongoing requirement. This position would be responsible for the development and data entry for the Fire Departments record management and retention programs.

6.2 Recruitment and Retention

- A. Develop strategies to recruit new volunteers. This should be proactive and completed annually.
- B. Develop job descriptions for the full time and paid on call staff.
- C. Complete annual performance reviews with full time staff.

6.3 Personnel Compensation

A. Transitional Solutions Inc. recommends that Cypress County implement a system of compensation for the paid-on call members. Compensation should be provided for all authorized activities of the firefighters including calls, training and costs associated with travel to attend training outside the local area. Transitional Solutions Inc recommends the following rates:

- I. Dispatch requests - \$45 per responding member up to 3 hours followed by \$15/hour for each hour thereafter.
- II. Local training Nights - \$20 per member per scheduled training day attended.
- III. Travel for Administration supported training outside of local training area-\$7.50 / hr travel time and expenses as outlined in the Cypress County compensation policies.

9.2 Strategic Goals and Objectives 3-5 years

Section 2 - Programs

2.2 Records Management System

A. Cypress County Human Resource Department with the assistance of the Fire Chief develop a records management system.

2.3 Training

A. Transitional Solutions Inc. recommends that Cypress County allocate a parcel of land to facilitate a regional training centre. The regional training center could be utilized for both Cypress County's training requirements, but also other partner municipalities and agencies. Regional partners and other emergency response agencies should be consulted for potential collaboration in this project.

2.5 Equipment

A. Cypress County purchase an engine similar to those in other stations that has off-road capabilities for the Onefour station. Onefour is designated as a "grass fire only" station and the apparatus currently in service in Onefour is not designed for that purpose.

Section 3 - Service Level

3.2 Partnerships

A. TSI recommends that Cypress County and the Town of Redcliff continue to explore the option and feasibility of regionalizing the delivery of fire services. TSI further recommends that both municipal agencies explore the possibility of securing a collaboration/regionalization grant to cover the costs associated with doing a formal Regionalization Study. At present, neither fire department is operating from a real position of strength. Given the large volume of recommendations outlined elsewhere in this document, we further recommend that Cypress County and the Town of Redcliff be in a position

to regionalize in 3-5 years. If funding is secured in 2017/18, a regionalization study could start in Q4 of 2017 with recommendations presented in 2018, prior to the 2019 budget process. Full implementation of the study's findings would occur in 2020.

3.4 Operating and Capital Budgets

A. Medicine Hat Fire Services covers approximately 15% of the County's population. A regional mapping and communication system should be explored that would benefit both fire services.

9.3 Strategic Goals and Objectives 5-10 years

Section 3 - Service Level

3.4 Operating and Capital Budgets

A. Transitional Solutions Inc. recommends that all major pieces of equipment and personal protective equipment (bunker gear and SCBA) be put on a life cycle management program. As most NFPA specifications change every 5 years, TSI would recommend a life cycle of 10 - 15 years for both bunker gear and SCBA.

Section 5 - Facilities

5.2 Equipment Inventory

A. Water tenders are essential part of equipment needed and should be considered in the long-term Capital purchase. These could be strategically located with the county.

G - Cypress County Fire Master Plan Recommendations Implementation Schedule

Cypress County Recommendations Implementation	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2022 - 2026
Section 2 - Programs (1-3 years)																					
2.1 Operational Practices and Procedures (A)																					
2.1 Operational Practices and Procedures (B)																					
2.2 Records Management System (A)																					
2.2 Records Management System (B)																					
2.3 Training (A)																					
2.3 Training (B)																					
2.3 Training (C)																					
2.3 Training (D)																					
2.3 Training (E)																					
2.3 Training (F)																					
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2.3 Training (I)																					
2.3 Training (J)																					
2.4 Maintenance (A)																					
2.4 Maintenance (B)																					
2.4 Maintenance (C)																					
2.5 Equipment (A)																					
2.5 Equipment (B)																					
2.6 Procurement (A)																					
2.7 Dispatch Protocols (A)																					
2.8 Fire Prevention / Public Education (A)																					
2.8 Fire Prevention / Public Education (B)																					
Section 3 - Service Level (1-3 years)																					
3.1 Fire Services (A)																					
3.2 Partnerships (A)																					
3.2 Partnerships (B)																					
3.2 Partnerships (C)																					

Cypress County Recommendations Implementation

	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2022 - 2026
Section 4 - Structure and Governance (1-3)																					
4.1 Mission, Vision, Values (A)																					
4.2 Governance Structure (A)																					
4.3 Bylaws (A)																					
4.3 Bylaws (B)																					
4.3 Bylaws (C)																					
4.3 Bylaws (D)																					
4.3 Bylaws (E)																					
Section 5 - Facilities (1-3 years)																					
5.1 Fire Service Facilities (A)																					
Section 6 - Human Resources (1-3 years)																					
6.1 Staffing (A)																					
6.1 Staffing (B)																					
6.2 Recruitment and Retention (A)																					
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6.2 Recruitment and Retention (C)																					
6.3 Personnel Compensation (A)																					
Section 2 - Programs (3-5 years)																					
2.2 Records Management System (A)																					
2.3 Training (A)																					
2.5 Equipment (A)																					
Section 3 - Service Level (3-5 years)																					
3.2 Partnerships (A)																					
3.4 Operating and Capital Budgets (A)																					
Section 3 - Service Level (5-10 years)																					
3.4 Operating and Capital Budgets (A)																					
Section 5 - Facilities (5-10 years)																					
5.2 Equipment Inventory (A)																					