

# Parkland County Fire Services Master Plan

## Implementation Plan

### 1 Introduction

The Fire Services Master Plan contains a number of Proposed Council Policy Statements and Administration Goals intended to achieve the intentions of the policy statements. These can all be considered as strategic in nature, as they require Council approval to implement. But during the process of determining future directions for the Fire Service, there were also a number of tactical recommendations developed that are within the authority of the Administration to implement. These are presented in Table 1 on the next page.

Implementing the strategic and tactical recommendations will require that attention be given to a number of issues. A simple model that can guide implementation of changes in the Parkland County Fire Service is described in the steps below:

- Clarify and communicate expectations: what is required, by whom, when or under what conditions
- Ensure resources are available:
  - manpower and time;
  - materials and supplies;
  - equipment; processes and technologies;
  - knowledge and training
- Measure or monitor to ensure expectations are achieved; if not, then determine why and adjust.

With this model in mind, Table 2 on the following pages presents the implementation plan.

**Table 1 – Tactical Recommendations**

<b>A. Prevention/education</b>	<p>A.1. Monitor numbers of false alarms in total and by property. If one property has multiple false alarms, work with the owner to rectify problems. If problems persist, or where the total number of alarms becomes burdensome on responders, introduce fees or consider requesting bylaw authority to require verification of the alarms before responding to identified multiple false alarm properties.</p> <p>A.2. Bring forward budgetary requirements for additional training to utilize full-time Firefighters to:</p> <p>A.2.1. Conduct a detailed community risk assessment, including all non-residential properties, updating the QMP based on this risk assessment;</p> <p>A.2.2 Undertake building plan examination;</p> <p>A.2.3. Meet QMP commitments for scheduled inspections of high risk occupancies; and</p> <p>A.2.4. Prepare fire pre-plans for all high-hazard or high risk occupancies.</p>
<b>B. Response capacity and timeliness</b>	<p>B.1. Inventory, document and map water sources for areas unprotected by hydrants; consider implementing certified tanker shuttle system where necessary to ensure adequate water for suppression.</p>
<b>C. Regional governance</b>	<p>C.1. Renegotiate and update existing contracts to leading practice templates:</p> <ul style="list-style-type: none"><li>• Contracted service delivery agreements with Devon, Yellowhead and Stony Plain to include specific service levels expected (response capacities) and negotiated response protocols and incident command</li></ul> <p>C.2. Agreements wherein Parkland County provides service to other jurisdictions to be based on terms in the Wabamun and Seba agreements</p>

<b>D. Recruitment and Retention</b>	<p>D.1. Focus on retention of existing members through identifying and resolving sources of morale issues.</p> <p>D.2. Develop a comprehensive exit interview template and use an independent agent to conduct interviews and report on findings.</p> <p>D.3. Use County's standard Human Resources recruiting processes and resources for recruiting full-time and part-time Firefighters.</p> <p>D.4. Working with the County's Human Resources staff, devise recruiting strategies for on-call Firefighters.</p> <p>D.5. Improve recognition of Firefighters through such means as:</p> <ul style="list-style-type: none"><li>• Higher visibility of County and Fire Service leadership at local fire stations</li><li>• Inclusion of Firefighter recognition in County ceremonies and public events</li></ul> <p>D.6. Continue to recognize the contribution and sacrifices of Firefighters' families that facilitates the needed time commitment of Firefighters, through existing mechanisms (social events, family barbeques, Christmas parties, etc.).</p>
<b>E. Management and Leadership</b>	<p>E.1. Identify management and leadership attributes needed for officers; communicate, train and coach existing officers and evaluate their performance on this key attribute affecting retention.</p> <p>E.2. Update position descriptions of all officers below Deputy Chief to include NFPA officer qualifications.</p> <p>E.3. Establish key objectives for the Chief and Deputies that includes assignment of each of the following responsibility areas to individual chief officers:</p> <ul style="list-style-type: none"><li>• Maintaining and building relationships with service delivery partners, progressing toward the Regional Service delivery target.</li><li>• Human resource management including recruitment, orientation, training and culture development</li><li>• Data management, analytics and performance measurement</li><li>• Fiscal management: budgeting and variance analysis</li><li>• Facilities and equipment management</li><li>• Prevention and public education</li><li>• Operations.</li></ul> <p>E.4. In the short term, increase paid administrative hours of Battalion Chiefs to 25. In the long term, consider the need to introduce full-time Battalion Chiefs in County stations.</p> <p>E.5. Acquire additional resources (consider part-time auxiliary members) to undertake or support some of the administrative roles, if support from Corporate Services is not forthcoming.</p>

<b>F. Human resource management</b>	<p>F.1. Continue to define on-call Firefighters as County employees. Work with Human Resources, Finance and Information Technology Services to ensure that part-time Firefighters receive full recognition as County employees, including all of the obligations, rights and privileges granted to other part-time County employees.</p> <p>F.2. Performance management</p> <ul style="list-style-type: none"> <li>Prioritize conducting annual performance evaluations for all officers and members</li> </ul>
<b>G. Training</b>	<p>G.1. Continue to use NFPA training as basic Firefighter training, as well as officer training</p> <p>G.2. Provide a course outline, syllabus and teaching materials to district stations to use in weekly station training sessions</p> <p>G.3. Identify training ground needs and explore opportunities to share training grounds (existing or new) with Stony Plain, Spruce Grove and/or Devon</p>
<b>H. Facilities</b>	<p>H.1. Complete currently in-progress assessment of stations at Seba Beach and Wabamun and upgrade or replace as indicated</p> <p>H.2. In the longer term, assess Tomahawk and Parkland Village stations for needed upgrades</p>
<b>I. Apparatus and equipment</b>	<p>I.1. Continue to standardize apparatus and equipment, except where risks require higher standards are needed.</p> <p>I.2. Continue to ensure contributions to apparatus and equipment replacement reserves are sufficient to fund planned replacements</p>
<b>J. Communication</b>	<p>J.1 Develop terms of reference and engage appropriate expertise to conduct an assessment of all Fire Service communication equipment, including connection to Parkland's Emergency Communication Centre and service partners' stations</p> <p>J.2. Create a plan and funding strategy to support replacement and/or upgrade of existing communication systems</p>
<b>K. Information and information technologies</b>	<p>K.1. With the aid of Information Technology Services and the Emergency Communication Centre, prepare an information technology implementation plan to phase in identified needs and upgrades to station information technology needs, including access to the corporate intranet and internet for all Firefighters.</p> <p>K.2. Develop the processes and data flows to capture, verify, manage and report this data as information and identify the hardware, software, network, staffing and training and support needed to report the identified performance measures.</p>

<b>L. Administrative/corporate support</b>	L.1. With the aid of Corporate Services, identify the implementation steps necessary to free Deputy Chiefs and other officers of the administrative burden of recruitment and on-boarding of new staff, payroll entry, and information technology support. If necessary, consider recruiting part-time auxiliary members to undertake administrative tasks.
<b>M. Processes/SOGs</b>	M.1. Develop new SOG covering Staffing requirements for each apparatus and response type. M.2. During scheduled review of existing SOGs, confirm that their need or value exceeds the effort of reviewing and updating. M.3. Adherence to SOGs: <ul style="list-style-type: none"><li>• Develop a template and conduct “post mortem” reviews of each major incident responded to (could be part of weekly training) to include evaluation of response, adherence to SOGs or need to revise SOGs in light of experience, staffing, equipment and materials, systems and information.</li></ul>

## 2 Implementation Plan

Recommendation	Approval Needed	Assigned to	Materials/ Equipment/ Facilities	Technology/ Process/ Knowledge/ Training	Measurement/ Monitoring Process
A.1. False Alarms					
A.2. Training Budget for full-time Firefighters to undertake risk assessment, plans examination inspections and pre-planning					
B.1. Inventory and map water sources					
C.1. Renegotiate service contracts with Devon, Stony Plain and Yellowhead					
C.2. Renegotiate service contracts with Wabamun and Seba					
D.1. Identify morale issues hindering retention					
D.2. Develop exit interview process					
D.3. Use HR to support recruitment					
D.4. With HR, devise recruitment strategies					
D.5. Firefighter recognition					
D.6. Continue to recognize Firefighters' families					
E.1. Identify leadership attributes and training/coaching to support					
E.2. Update position descriptions of all officers below Deputy					
E.3. Align responsibilities among Deputies and Chief					

Recommendation	Approval Needed	Assigned to	Materials/ Equipment/ Facilities	Technology/ Process/ Knowledge/ Training	Measurement/ Monitoring Process
E.4. Increase paid administrative hours for Battalion Chiefs					
E.5. Acquire administrative resources/support					
F.1. Define on-call Firefighters as employees in all senses					
F.2. Prioritize performance appraisals on all members					
G.1. Continue to use NFPA training standards					
G.2. Provide course syllabus and outlines to districts					
G.3. Identify training ground needs and potential for sharing					
H.1. Complete station assessments for Wabamun and Seba					
H.2. Assess Tomahawk and Parkland Village Stations					
I.1. Continue to standardize apparatus, conducting review of replacement alternatives					
I.2. Continue to ensure equipment replacement reserve contributions					
J.1. Review communication systems and equipment					
J.2. Create plan and funding strategy to upgrade communication systems					
K.1. Prepare Information Technology Plan, with IT					

Recommendation	Approval Needed	Assigned to	Materials/ Equipment/ Facilities	Technology/ Process/ Knowledge/ Training	Measurement/ Monitoring Process
K.2. Develop process and data flows to support performance measurement					
L.1. Identify administrative support needs from Corporate Services					
M.1. Develop SOG for apparatus staffing					
M.2. Confirm need for all SOGs					
M.3. Develop template and process for post mortem incident reviews					



