



City of Richmond

Report to Committee

To: Community Safety Committee

Date: February 14, 2013

From: John McGowan
Fire Chief, Richmond Fire-Rescue

File: 99-Fire Rescue/2013-
Vol 01

Re: Richmond Fire-Rescue Business Plan (2012-2015) Progress Report

Staff Recommendation

That the report titled Richmond Fire-Rescue Business Plan (2012-2015) Progress Report, dated February 14, 2013, from the Fire Chief, Richmond Fire-Rescue, be received for information.

John McGowan
Fire Chief
(604-303-2734)

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
REVIEW BY DIRECTORS	INITIALS:
REVIEWED BY CAO	INITIALS:

Staff Report

Origin

Council adopted the Fire-Rescue Plan (2012-2015) in March 2012. As part of the Plan's adoption, Richmond Fire-Rescue committed to report to Community Safety Committee on the progress of key initiatives within the Plan.

Analysis

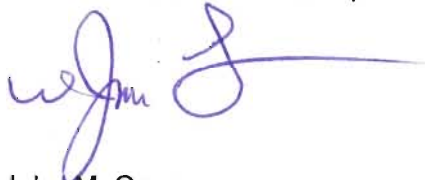
Richmond Fire-Rescue (RFR) has worked with the Plan for a year and has made significant progress with more activities planned for 2013. The Plan's six strategic focus areas are presented, the actions completed in 2012 and the 2013 initiatives are set out in (*Attachment 1*).

Financial Impact

None

Conclusion

RFR is committed to keeping Council informed on the progress it has made with the strategic focus areas outlined in The Fire-Rescue Business Plan (2012-2015). Significant progress has been made and RFR anticipates another productive year ahead.



John McGowan
Fire Chief
(604-303-2734)

Attachment 1

Corporate Strategic Focus Areas

1. Organizational Transformation

The Organizational Transformation targeted outcome is *to be goal oriented, innovative and strive to continuously improve*. A summary of RFR's actions is set out below.

Key Initiative	Background/Status
Leverage technology	<p>In 2012 RFR tested and provided feedback on possible future mobile office solutions designed to ensure Fire Prevention Officers provide efficient, timely service to customers.</p> <p>RFR has engaged with ECOMM and all of its Municipal subscribers to begin the process of replacing the current radio system with a future digital system by 2016.</p>
Develop a planning function within RFR	<p>To be successful, RFR's organizational structure must support progress on its goals within the Plan.</p> <p>Changes in RFR's structure and existing resources in 2013 are being considered and in particular in the areas of: technology project management; operational planning statistical; research analysis and reporting services.</p>
Develop E-Business solutions	<p>The development of e-business solutions for RFR will progress after RFR has addressed its current technology project management resource gap.</p>
Goal Oriented	<p>RFR incorporated the Plan's goals and activities into its annual work plans in 2012 and 2013 with future activities planned for 2014 and 2015.</p> <p>RFR's mission, strategic goals, and key annual work plan activities are posted in the workplace locations.</p> <p>Boards reflecting all of the corporate workplace values were installed at No. 1 Fire Hall in 2012. Information is posted on these boards that recognizes the department and its employees for demonstrating these values.</p>
Innovative	<p>RFR introduced and promoted staff ideas and feedback in 2012 through RFR's intranet 'innovation' section, poster, and staff ideas e-mail option.</p> <p>RFR continues its senior Chiefs fire hall monthly visits in 2012 and 2013 to hear ideas, issues and answer staff questions.</p>

2. Serving the Customer

The Serving the Customer targeted outcome is *to provide high quality services to the Community*. A summary of RFR actions is set out below.

Key Initiative	Background/ Status
Create a communication and outreach plan for RFR	<p>RFR completed a Non-Emergency Communications Plan in May 2012 with the following actions pursued in 2012:</p> <p>Restructured and included information on RFR's intranet.</p> <p>Introduced a specific web address www.richmond.ca/fire</p> <p>Reviewed the methods for delivering non-urgent information and reduced the number of bulletins and e-mails to staff by posting information on RFR's intranet.</p> <p>Updated and enhanced RFR's internal and external web structures. Future changes are anticipated.</p> <p>Included communication-related training in RFR's multi-year training schedule.</p> <p>Reviewed monthly report needs to identify efficiencies and reduce redundancies.</p>
Build on current public education initiatives to develop a comprehensive Public Education Plan	<p>Preparation of a comprehensive Public Education Plan is underway in 2013. The plan will review RFR safety programs, how to incorporate on-going feedback and evaluation, as well as a partnership approach to the delivery of public education that will involve all of RFR.</p> <p>Developed a community sponsorship package to actively pursue a public education vehicle and trailer unit based on Council's approval of 50% funding and direction to seek community sponsorship for the balance.</p> <p>A goal to increase community safety messaging and presence was set - 2012 actions were:</p> <p>Increased public safety messaging through regular news and focussed media releases including RFR's Facebook page. Developed a monthly calendar with messaging themes and news releases.</p> <p>Increased the number of events attended in 2012 from approximately 80 to 275.</p>

	Created and distributed an 'About Richmond Fire-Rescue' services brochure. Updated and distributed the Fire-Rescue Services report to reflect 2012 services.
Develop mechanisms / processes to create a system where citizens of Richmond have open access to RFR	Introduced and promoted continued public feedback in 2012 by updating RFR external web and promoting the fire@richmond.ca e-mail address on brochures.
Develop a Fire Prevention Service Plan	Preparation of a Fire Prevention Plan is underway in 2013 and includes inspection and investigation service delivery (including inspection frequency) that will involve all of RFR and other partners.
Update the Fire Prevention and Life Safety Bylaw	A review of the fire-related Municipal regulations is underway with a report to Council anticipated in 2013.
Improve emergency response time	A 2013 goal was set to improve current emergency response turn out times by 10%.

3. Our People

The Our People targeted outcome is *to be prepared for the future*. A summary of RFR actions is set out below.

Key Initiative	Background/Status
Implement the training site for RFR	Council approved a partnership lease with LaFarge Cement and in 2012 provided \$200,000 start up funding. In 2013, a training and implementation plan for the new site is being prepared for the site to be ready in early 2014. On-site training being considered includes: live fire, Emergency Vehicle Operator and Emergency Vehicle Driver, multi-company drills and other suitable training.
Develop a recruitment strategy that enhances diversity	Fire fighter hiring, recruitment and testing process was reviewed in 2012. A recruitment and outreach plan for RFR will be developed in 2013. Eight new recruits will be hired in early 2013.
Further develop and deliver new recruit/probationary training program	The recruit training program was expanded in 2012 to include exposure to Fire Prevention and Public Education service areas.
Preparing Our People for the Future	Employee Development A 5-Year (2012-2016) Training calendar was developed. The annual employee performance review and learning plan program was introduced in 2012 to assist individuals with their growth and development and is a component of the Leadership Development Initiative. The performance review and learning program is now part of the new recruit training program.

	<p>Health and Wellness</p> <p>The job task demand analysis and associated drill review for the 11 positions is underway in 2013.</p> <p>RFR's Critical Incident Stress Management Program (CISM) was reviewed in 2012 and is being re-launched in 2013 with new kits, updated Standard Operating Procedures and CISM team training.</p> <p>RFR's intranet was expanded in 2012 to introduce a new Health & Safety section to include information on: Attendance Management; Reporting Hazards; CISM, Fire Safety Recalls; Work Safe BC Regulations; RFR Injury Statistics; Wellness; OH&S Members and Minutes; Forms.</p> <p>In 2013 Material Safety Data Sheets will be electronically displayed on RFR's intranet.</p>
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4. Financial Strategies

The Financial Strategies targeted outcome is *to be fiscally responsible and sustainable*. A summary of RFR actions is set out below.

Key Initiative	Background/Status
Develop a sustainable funding model for vehicles and equipment	Council received a report on the status and long-term viability of RFR's capital apparatus and equipment reserve. Additional and sustainable annual capital reserve funds of \$300,000 were approved by Council starting in 2013.
Conduct a Standards of Response Coverage and Future Deployment Analysis	<p>A Standards of Response Coverage will be undertaken 2013 and will: evaluate current performance; identify performance standards; consider future service demands; provide recommendations for improvement; data analysis and reporting capabilities within RFR.</p> <p>A review of the anticipated replacement of Fire Hall No. 1 is being pursued. The review would look at the current and future (based on the City's new Official Community Plan) service needs in the City Centre.</p>
Implement a telephony staffing management system	The telephony software that will efficiently manage employee rostering, reporting, call-out, and payroll was selected in 2012. Implementation is scheduled for 2013.

5. Sustainability

The Sustainability targeted outcome is *to make decisions that consider the environment, economy and community*. A summary of RFR actions is set out below.

Key Initiative	Background/Status
Develop an environmental sustainability plan for Fire Halls	<p>A fire hall sustainability plan will be developed in 2013 that includes ideas and actions to reduce RFR's environmental footprint.</p> <p>Fire hall storm drains were marked with a 'fish' symbol for environmental awareness.</p>
Support the Corporate Energy and Emissions Strategic Program	This is being pursued through design considerations and the environmental sustainability plan for fire halls.
Support the Corporate Waste Management Target	<p>Curb-side residential garbage collection, including recycling, was introduced at fire halls in 2012 seeing large commercial container usage significantly reduced.</p> <p>Large bottle (jug) water coolers were discontinued in 2012/2013 and efforts to reduce the use of bottled water, except in emergencies, and external training were promoted.</p> <p>Participation in the corporate BEAM Team events, challenges and initiatives to increase energy awareness and create positive workplace energy behaviours were promoted and encouraged.</p>

6. Safe Community

The Safe Community targeted outcome is *to be prevention focused and responsive*. A summary of RFR actions is set out below.

Key Initiative	Background/Status
Re-evaluate the Home Safe Inspection Program	This program is being reviewed as part of the activities outlined in the new Fire Prevention Plan being developed in 2013.