



Fire Services – Administrative Review

Township of Wollaston

2017 - 02 - 14

*prepared by firefighter
Danny L. Koroscil*

Township of Wollaston
Fire Services - Administrative Review

This administrative review was conducted for the purposes of providing assistance to the Municipal Council of the Township of Wollaston with the current status of the fire department.

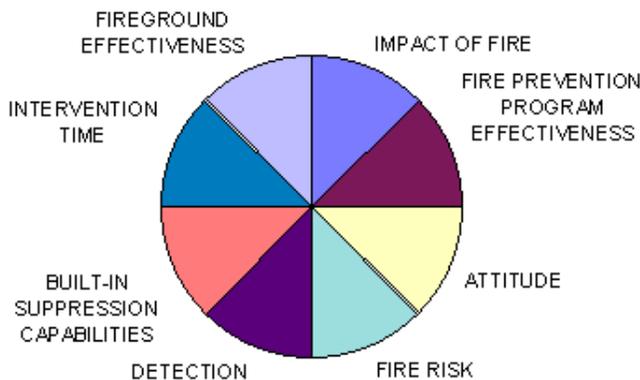
The review focused primarily on the administrative and management aspects of the departmental operations. The other issues that were identified during the process will be included in the report to allow Council to address those issues based on the local needs and circumstances of the municipality.

The consultant did not conduct the review of fire protection with enough detail that would be useful for developing a master fire plan. I would however encourage the municipality of the Township of Wollaston to consider developing a master fire plan once the urgent administration and leadership issues are resolved.

Master Fire Plan

Every fire department should be guided by a master or strategic plan. This *Master Fire Plan* traditionally focuses on the identification of fire hazards and planning an appropriate suppression force response. Paradigms are being shifted to emphasize the concept of fire prevention and control systems as communities attempt to effectively reduce losses experienced. This document should include plans for human resources and program financial support as well as the many external influences that impact on the fire service. The information contained within the *Master Fire Plan* should provide a clear and concise overview of the most recently adopted organizational goals and objectives, budgetary commitments, mission statements and assessments of organizational activity. The document should cover a long range planning period of five to ten years.

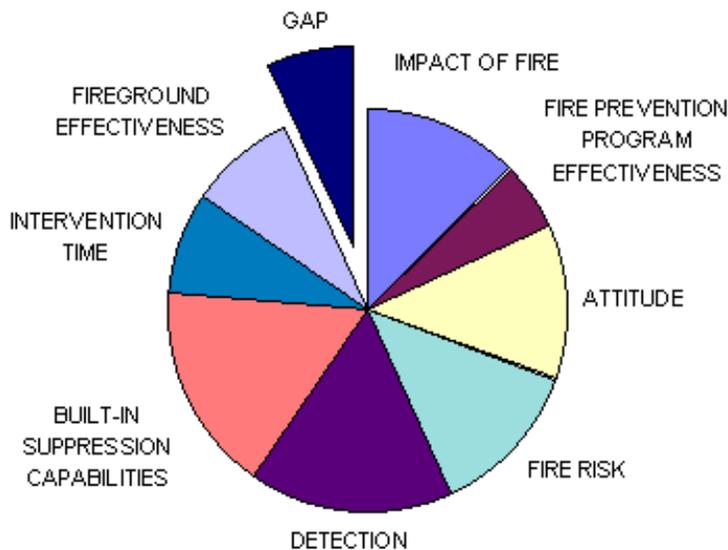
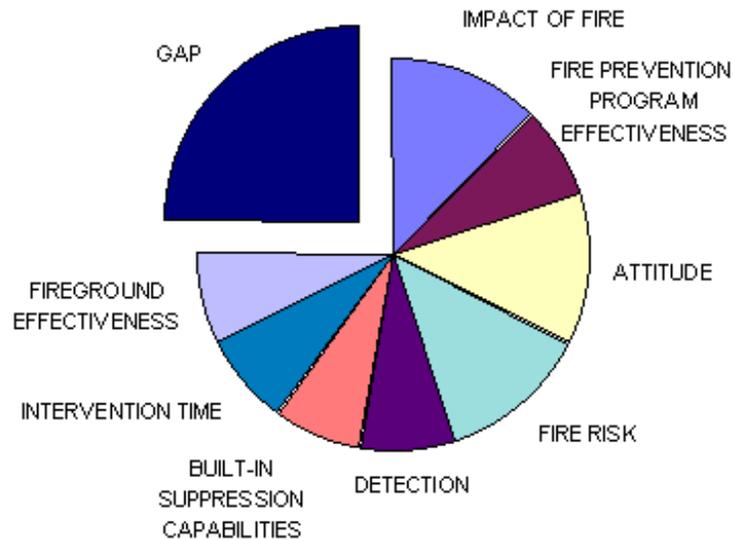
COMPREHENSIVE FIRE SAFETY EFFECTIVENESS MODEL



This chart shows each of the factors, which make up the comprehensive model. Although the chart is divided equally, each factor will in reality contribute differently to the total level of protection provided to a community.

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This chart shows how the comprehensive model can be applied to a typical fire department. The "gap" depicts the difference between the existing level of protection and the ideal.



This chart shows how the "gap" can be reduced by strengthening a number of factors in order to increase the overall level of protection provided to the community.

It is critical that the fire department be guided by a written philosophy, general goals and specific objectives, which are consistent with the legal mission of the department and are appropriate for the community it serves. These should all be integral components of the Master Fire Plan.

Application of the Comprehensive Fire Safety Effectiveness Model will enable municipalities to make informed choices by providing an objective and innovative approach to public fire protection - a new way of thinking. Communities are able to determine if the level of service provided matches the risk in the community.

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**Wollaston Fire Department
2017 Administrative Review
Report Card on Capabilities of Existing Fire Protection Services**

		Fire Dept.	Suggested Priority
Organization Administration			
	administrative facilities		9
	staffing, including levels		9
	departmental rules and regulations		2
	policies & procedures		5
	reports and record management		7
	officer (staff) meetings		6
	functional budgets & planning		6
By-Laws and Agreements			
	by-law to establish & regulate		1
	by-law to appoint fire chief		1
	by-law to appoint deputy		1
	other by-laws		5
Fire Prevention			
	fire prevention policy		2
	fire prevention program		5
	records, reports & stats		9
Public Information Public Education			
	describe program(s)		5
	describe delivery		8
	describe process for focus		8
Fire Investigations			
	fire origin & cause determination		3
Communications			
	reporting facilities		5
	telephones		9
	computers		9
	Adequate		
	Needs Improvement		
	Requires Urgent Attention		

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		Fire Dept.	
Human Resources			
	recruitment & retention program		3
	promotional policy		3
	performance evaluations		6
	job classifications		3
	performance objectives		3
	hiring policy		3
	retirement policy		7
	discipline policy		7
	substance abuse policy		7
	heath & safety policy		7
Maintenance			
	routine, preventative & emergency		7
	testing programs		7
	mechanical worthiness		7
	ministry of labour requirements		7
	pump certification & testing		7
Records, Reports & Data			
	records management		3
	note taking		4
Water Supplies			
	sources		8
	adequacy		8
	reliability		8
	accessibility		8
	alternate supplies or sources		8
	Adequate		
	Needs Improvement		
	Requires Urgent Attention		

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Executive Summary

The main purpose of this administrative review was to evaluate the current status of the administration and operations of the fire department and make recommendations for improvements to deal with the resignations of the management of the fire department. The secondary but equally important issue was to provide advice and assistance with the internal problems within the department.

As evident in the above charts there are a number of areas that require urgent attention an equal number of areas requiring improvement and a few areas that are adequate. There are little or no fire department policies, procedures or operational guidelines in place by which the members of the fire department can find guidance or work with. The fire department is operating without written process and as a result conflict and chaos has ensued in many areas of the operation. Different rules for different people were a major concern and complaint throughout the firefighter membership interviews.

There is a lack of clearly defined authority and responsibility, records and reports are not well documented, and there is little standardization and a lack of teamwork.

Given the lack of documentation of training for breathing apparatus, incident command, and accountability system, it would be prudent for the Fire Chief to suspend use of SCBA's until the appropriate training and documentation can take place.

After meeting with all the parties it is recommended that the municipal council consider hiring trained and capable fire department management (Fire Chief) who would then subsequently hire a Deputy Fire Chief and at least two Captains to effectively manage manpower, equipment and resources of the fire department.

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1. INTRODUCTION

Wollaston's urban centre is The Hamlet of Coe Hill, located on highway 620. Coe Hill is the largest community between Bancroft and Madoc.

At first, a settlement a mile or so to the northwest became known as Welch's Corners. This name was later changed to Salem. Thomas Nugent ran a mail stage to Thanet, Dr. Hardinge arrived from England in 1879 and the Welch family opened a general store in 1882. When William Coe came to the area in 1881/82, drawn to the area because of the iron ore, he founded a mine known as 'Coe Hill Mines'. The name was later shortened to 'Coe Hill'.

The municipality has over 624 households, and the median age is 53.0 years, and some of the residents are seasonal, choosing to reside at their waterfront residences from May through to mid-October.

The Municipality operates one fire station, with a compliment of twenty (20) dedicated volunteer firefighters. Some outlying areas are covered under "First Response" agreements with neighboring fire departments ensuring a high level of fire protection and medical aid assistance to all areas.

The municipality also employs, full-time, part-time, permanent and seasonal workers. We have a number of departments, including administration, road maintenance, planning, economic development, fire services, etc.

2. BACKGROUND

The aim of this administrative review is to provide the municipal Council and administration with an objective analysis of immediate community needs with regards to fire protection services in the Township of Wollaston so that appropriate decisions can be made about the operation of the fire department in an effective and efficient manner into the future.

Terms of Reference:

- Firefighter Danny L. Koroscil will meet or discuss on the phone with each member of Council, the Clerk, the fire department membership as deemed necessary to obtain their valuable input and views on the local fire service.
- Firefighter Danny L. Koroscil will prepare a report to council to provide an overview of findings from the administrative review process with recommendations. Council can then adopt and approved a plan to employ strong leadership throughout the operation of the fire department, with clearly defined authority & responsibility, well-documented records and reports, careful selection of personnel, standardization and including teamwork in fire services for the municipality.
- Firefighter Danny L. Koroscil will provide technical support, and assistance as required by the municipality during the development and implementation of the plan.

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3. PURPOSE / SCOPE

With the approval of the council of the Township of Wollaston an administrative review has been conducted of the relevant components of the fire service, including a basic evaluation of economic circumstances impacting the fire department, organization, administration, apparatus, equipment, fire station, operations, communications, training and education, fire prevention and public fire safety education.

The statutory requirements of the Fire Protection and Prevention Act 1997 and Ministry of Labour should be met taking into account all local needs and circumstances, and based upon costs the community can afford.

4. ECONOMIC CIRCUMSTANCES

The municipal budget as it relates to the fire department is indicated in the chart below:

	Total Mun Opr Budget	FD Opr Budget	% of Mun Budget
2013	\$1,880,104	\$59,830	3.18
2014	\$1,897,140	\$76,458	4.03
2015	\$1,819,190	\$85,234	4.68
2016	\$1,993,391	\$76,997	3.86

Issues Identified:

1. The fire department is allocated less than ten (10) percent of the annual municipal expenditures.

Recommendations:

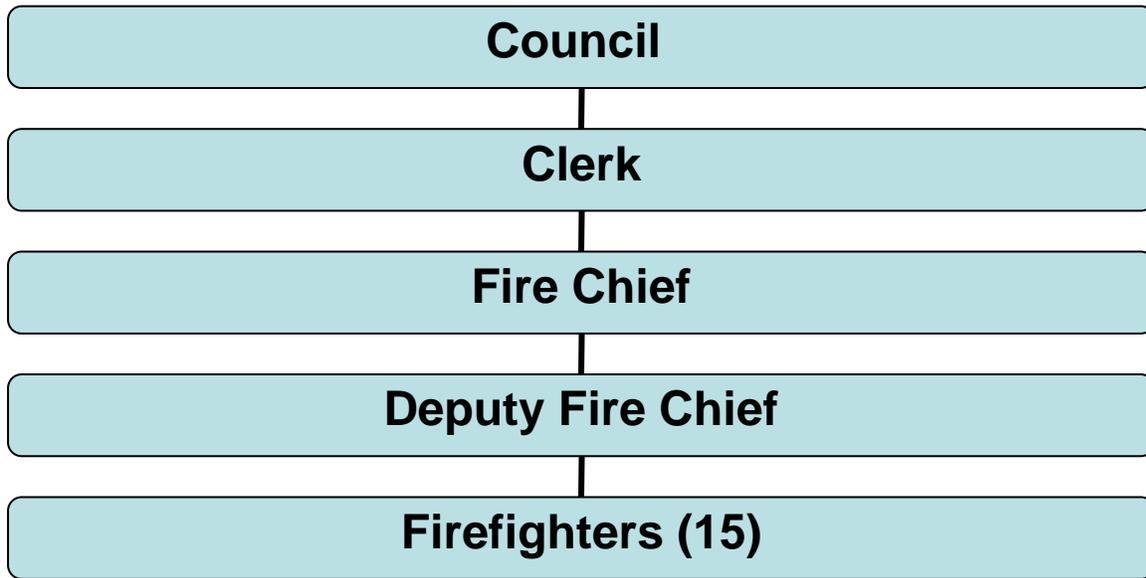
- 1. The future budget needs to reflect the operational requirements to meet the core services indicated in the establishing and regulating by-law.**

5. ORGANIZATION

The fire services in the Township of Wollaston currently consist of a single station and the organization chart provided below indicates one fire department.

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Existing Organization:



Proposed Organization:



*Blue indicates staff authority

**Red indicates line authority

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Issues Identified:

1. Having a Fire Chief and Deputy Fire Chief does not meet the five to one ratio for “span of control” recommended in the Ontario incident command system.

Recommendations:

1. **Three (3) Captains should be added to the organization structure to allow each of them to supervise approximately five (5) firefighters.**

6. ADMINISTRATION

During the past decade, the following matters have increased the demand upon time for fire chiefs throughout Ontario:

- Changing technologies in firefighting apparatus, suppression techniques and the types of properties protected;
- A changing social climate with respect to terrorism and public safety and security;
- Legal requirements (FPPA, Bill C45, OH&S Act) and complexities necessitating greater attention required to minimize the community’s liabilities;
- Needs for self-development in management techniques and personnel relations;
- Needs for research, development and planning of new and specialized equipment and associated training and education for new and specialized services;
- Increased documentation required by all levels of government for operational matters, including vehicle responses, training records, detailed reports for court cases and injury reports to municipal and provincial agencies, and so on;
- Required enforcement of statutes, codes and regulations. Enforcement of the Ontario Fire Code and the Occupational Health and Safety Act.

The administrative facilities are marginally adequate for the Fire Chief and Fire Prevention Officer at the fire station.

Issues Identified:

1. There are no fire department rules and regulations that provide consistency for the fire department.
2. There are no policies and procedures for things like human resource issues, purchasing, administration & record keeping, fire prevention, public education and code enforcement.
3. There are no standardized reports available filed for the fire department, with the exception of sporadic Fire Chief reports to Council.
4. Documentation is a major issue in the area of risk and liability prevention therefore all record keeping systems and reports should be standardized and filed in a consistent manner.
5. Monthly officers meetings are not held regularly due to the fact that the department only had a Chief and Deputy with no Captains, no minutes are on record for officer meetings.
6. There was no mention of a formal budget planning process involving the fire department officers; members simply mention items or issues to the Fire Chief.

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Recommendations:

1. The Fire Chief in consultation with the officers of the department should establish a set of fire department rules and regulations to be issued to all fire department members and be included in a recruiting package so potential recruits are made aware of the significant time commitment is involved in being a firefighter. (samples are available)
2. The Fire Chief in consultation with the officers should develop a set of fire department policies to address the issues related to human resource needs, purchasing, administration & record keeping, fire prevention, public education and code enforcement. Many of these should be reviewed and approved by the Clerk and some policies like fire prevention, public education and code enforcement should be reviewed and approved by Council. (samples are available)
3. The Fire Chief in consultation with the officers should establish a set of standardized fire department reports for the tracking of response operations, preventative maintenance, training, fire prevention, public education and code enforcement. Many of these documents should be stored in a secure filing cabinet accessible only to senior officers and administrative support personnel only. (samples are available)
4. The Fire Chief in consultation with the Fire Prevention Officer should establish a record keeping system and all reports should be standardized and filed consistently in a secure location.
5. Officer meetings should be held on monthly basis at a minimum until the internal issues are resolved and then held at least quarterly on an ongoing basis. Minutes should be taken by a support person, distributed and kept on file. (sample formats are available) Business should be done in a business like fashion.
6. The Fire Chief should establish a formal budget process with documented input from each officer of the fire department. Quarterly or monthly update reports should be provided to all the Fire Chief from the municipal office.

7. BY-LAWS & AGREEMENTS

Issues Identified:

1. The establishing and regulating by-law is dated March 13, 1973.
2. There are no formal agreements in place to deal with private water supplies and fire department access.

Recommendations:

1. The establishing and regulating by-law should be revised to include a core services listing appendix or statement that clearly articulates the levels of service provided to the public. This information should also be included on a public access fire department web site to ensure the public is aware of the level of services provided.

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2. **The Fire Chief in consultation with the senior officers should ensure that formal agreements are in place for the access and use of private water supplies.**

8. FIRE PREVENTION

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

As a minimum, the Fire Protection and Prevention Act 1997 (FPPA) requires that municipalities conduct inspections upon complaint or request, or for code enforcement. Any further inspections are done in accordance with local needs and circumstances as determined by a Simplified Risk Assessment (SRA).

Issues Identified:

1. There is no Council approved fire prevention policy for the Wollaston Fire Department.

Recommendations:

1. **The Fire Chief in consultation with the Chief Fire Prevention Officer should develop a fire prevention policy/program and submit it to Council for approval. (samples are available)**

9. PUBLIC INFORMATION

Issues Identified:

1. There is no public information policy in Wollaston Fire Department. This could be included in the fire prevention policy.
2. The fire department web site could be much better utilized for the dissemination of fire prevention, public information.

Recommendations:

1. **The Fire Chief in consultation with the Fire Prevention Officer should develop a fire prevention policy/program and submit it to Council for approval. (samples are available)**
2. **The Fire Prevention Officer should assemble a fire prevention/public education team and have them work toward developing appropriate and effective public education information for the fire department web site. (information can be obtained by checking other department web sites)**

10. PUBLIC EDUCATION

As a minimum, the Fire Protection and Prevention Act 1997 (FPPA) requires that municipalities have a smoke alarm/home escape program and distribute fire safety educational materials to the public.

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Issues Identified:

1. Some work is being done in this area but no documentation is in place.

Recommendations:

1. See Fire Prevention above.

11. FIRE INVESTIGATIONS

The preliminary investigation of cause, origin and circumstances of fire is a responsibility of local fire departments and is an essential component of fire protection. For fire department personnel to adequately determine the origin and cause of fires, basic training in arson detection would be required. This basic training would ensure that appropriate information is provided for the standard incident reports to the OFM and an investigator is called in at the appropriate times.

Issues Identified:

1. None of the members of the fire department are trained in fire cause determination. It would be wise to have all the officers trained in fire cause determination to ensure someone in the municipality is always available to determine the cause of a fire. The firefighters should also be trained to at least a basic awareness level to ensure valuable evidence is not disturbed while doing salvage and overhaul on a fire.

Recommendations:

1. **All department officers should be trained in fire cause determination from the Ontario Fire College. All firefighters should be trained to the basic awareness level of fire cause determination.**

12. COMMUNICATIONS

A reliable communications system directly impacts on the ability of a fire department to provide effective fire protection to a service area. An effective system can result in reduced intervention time thereby reducing injuries, loss of life and property due to fires and other emergencies. An effective system contributes to a safer work environment for emergency responders and contributes to the timely response to non-emergency assistance to the public.

Issues Identified:

1. No issues identified.

Recommendations:

1. N/A

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13. EMERGENCY OPERATIONS

The fire department currently provides fire suppression and rescue services as are loosely described in the Establishing and Regulating (E&R) By-Law. Operational guidelines (O.G.'s) establish a benchmark or an overview of what is "reasonable" conduct in an emergency. Each guideline should include: purpose, scope, and responsibility.

All municipalities should provide the public with access to "basic" fire suppression services. This should reduce the spread of fire from within involved structures, and minimize the spread to other structures and the environment. It is the responsibility of every council to determine the level of fire suppression that is to be provided and then to ensure that the fire department is provided with appropriate equipment, personnel and training to safely and effectively deliver the service.

The provision of fire suppression is an important component of *the Comprehensive Fire Safety Effectiveness Model*, however, due to a variety of influences, not all communities are capable of or should consider delivering the same level of service. The level of fire suppression being delivered in the community must be thoroughly evaluated to determine if it is being delivered in a safe and effective manner and that it is appropriate for the needs and support of the community.

Fire suppression capability will vary from none, to aggressive interior structural firefighting and rescue, with effective firefighting apparatus and adequate fireground staffing. Where rescue and interior firefighting are not ordinarily possible due to staffing and intervention time criteria, added emphasis should be placed on:

- public education
- fire prevention
- early detection
- built-in suppression systems
- resident self-responsibility

"Every authority providing basic fire suppression services shall ensure that the services can be provided in its jurisdiction(s) 24 hours a day by one of the above options. Every authority shall make known to the public, the types and services levels provided. Every authority, that provides basic fire suppression services shall have written policy governing that activity."

The general rule when using volunteer firefighters is 30% will show up for a response when you factor in people away for work, vacation, shopping etc. The chart below indicates the number of firefighters it takes to provide an initial response to a single family dwelling.

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Function	Staff
Command	1
Pump operator	1
Search & rescue or limited fire fighting, one of these firefighters also made hydrant connection	2
Back up protection – inside, confine and/or contain fire that impacts on safety of rescuers/trapped persons	2
Outside - RIT team, ^[2] exposure protection/laddering for 2 nd point of egress ^[3]	2
Ventilation team, raise ladder & use equipment	2
Total:	10

^[1] Flashover is a condition that occurs as materials first ignited progress to a state where all combustibles in a room or area are simultaneously engulfed in fire. Most agencies recognize 10 minutes as an outside time limit of flashover occurring in a burning room or space.

^[2] RIT is a “rapid intervention team” i.e. firefighters available to provide back-up protection to other firefighters in places of danger

^[3] Appropriate operations carried out, based on situation. Consistent with Ministry of Labour Section 21 guidelines, these firefighters cannot be breathing air from their self-contained breathing apparatus.

Issues Identified:

1. There are no specified levels of core services to ensure the members of the general public clearly understand what to expect from their fire department.
2. Day-time staffing is a very real problem in the Township of Wollaston due to many members commuting out of town for employment and local employers are no longer able to release their employees to attend fires as has happened historically.
3. The Occupational Health and Safety Act requires adequate supervision for a workplace, this requires additional levels of training for the Captains and senior officers.
4. Operational Guidelines are vital for the efficient and effective operation of a fire department. Many operational guidelines were developed in 2004/5, the set of O.G.’s provided are incomplete and do not provide for the current operational practices and management of the fire department.
5. Post-incident evaluations are vital to future improvements in effective and efficient operational responses and training. There is no formal policy or operational guideline for post-incident evaluations.
6. There is an incident command or incident management system in the department but the operational guidelines are not in place to adequately address the management of risk.

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7. An accountability board is located on the fire truck but records of training were not available to determine if the department utilizes this board and tracks firefighters on scene.

Recommendations:

1. The Fire Chief in consultation with the officers should develop a listing of definitive core services that describes the levels in clear detail and included as an appendix in the revised establishing and regulating by-law approved by Council. [\(sample available\)](#)
2. The Fire Chief in consultation with the officers should recruit more members specifically available for daytime response. This might include but not be limited to real estate agents, insurance sales personnel, public works employees, etc. [\(see the Volunteer Recruiting and Retention link on the OFM web site\)](#)
If adequate volunteer resources cannot be recruited for daytime response then the municipality should consider alternative delivery options to ensure minimum staffing levels are met.
Such options include:
 - automatic aid agreement with neighbouring municipalities
3. The Fire Chief in consultation with the officers should ensure that a plan is in place to make certain a supervisor with the rank of Captain is trained and available at the earliest possible opportunity to take command of an incident.
4. The Fire Chief in consultation with the officers should develop a complete set of operational guidelines for the fire department. These OG's should be in a standardized format and available to all members of the department in printed copy or through an internal fire department web site. [\(samples available\)](#)
5. The Fire Chief in consultation with the officers should develop an operational guideline and tracking forms to ensure that post-incident evaluations are done and recorded after each significant incident.
6. The Fire Chief should ensure that each member is trained in incident command and the new Ontario Incident Management System. Operational guidelines and pertaining to incident command should be in place.
7. The Fire Chief should ensure that accountability systems and training are in place for both training sessions and responses. Operational guidelines are essential to ensure response and training is in place and adequately documented.

14. TRAINING & EDUCATION

The current level of firefighter training status indicates a wide variation in the content, level and consistency of training. Under the requirements of Section 25(2)(h) of the Occupational Health and Safety Act and more specifically under Section 25(2)(a) **the employer is responsible to:**

- Provide information, instruction and supervision to a worker to protect the health or safety of the worker.

In order to meet the requirements of this section, it is incumbent upon employers to ensure that firefighters are trained to safely perform to a defined level of response as determined by the

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employer. Safety proficiency is a function of training, experience, internal review of performance and ongoing training based on deficiencies identified by internal review.

Operational Guidelines/Notices should address the following key points:

- The employer shall provide training and instruction for all fire department members commensurate with the duties and functions that they are expected to perform. For example if the employer decides that the Fire Department will only make shore based water rescues, then Departmental Operational Guidelines should advise the fire service who to call if a water entry rescue is required.
- The employer shall provide training and instruction regarding the safe operation of equipment and apparatus that fire fighters may be required to operate in the course of their duties.
- Before a new piece of equipment is put into service, all personnel that would normally use the new equipment shall be trained in its use, safety precautions to be taken and general maintenance required.

Under Section 54(1)(p) of the, Occupational Health and Safety Act, a MOL inspector may require an employer to produce documentation that training has been provided to workers. There is no standard format for this record keeping. However, if an employer met the criteria for keeping training records identified in this Guidance Note, the employer would meet the intent of Section 54(1)(p).

Criteria

- All documentation needs to be complete and accurate.
- The training records need to be promptly completed alter training is conducted.
- The objectives of the training program in relation to the level of service provided, need to be documented.
- Documentation should indicate that individuals have met the required objectives by having a competent supervisor complete the form. The documentation should record the date(s) training was received and the date it was completed. Documentation of completed objectives may be signed off by the student, as a deterrent to falsification of training records. Normally having a competent person record that training has been completed is sufficient.
- Forms may be of any design incorporating the information outlined in this Guidance Note (sample attached).
- Where computerization is used, back up copies of data should be stored in a separate location.
- The length of time that training records are kept should be in accordance with municipal policy and the requirements of law.
- Training reports should be stored so that a periodic review is possible for the purposes of improving the training program and to allow tracking of personnel status in regards to training completion.

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Issues Identified:

1. There is no training program that encompasses the whole fire department; a calendar was created for 2016 but the actual training did not take place.
2. The department members are not receiving training on a regular basis, there is no formal process for the documentation of training that is consistent throughout the fire department, currently attendance lists are kept to track those in attendance at training sessions. Testing and documentation is vital to ensure the competency of a firefighter.
3. There needs to be a departmental understanding of the difference between entry-level training and ongoing requirement for drills to maintain competency along with more advanced levels of training required for officers and various specialized services.
4. Incident command training has not taken place and individual competency is not documented. As firefighters assemble at the scene of an emergency strong, positive, recognizable and proactive leadership is required. A standardized approach to emergency or fireground management ensures consistent approach to decision-making, incident priorities, and life-safety for responders and the public. The fire service, has created a recognized Incident Management System (IMS) that could be customized by any fire department to meet local needs and circumstances.
5. It is the responsibility of all supervisors, officers and the incident commander to maintain a level of supervision that accounts for the location and function of all personnel at every incident. Firefighters are responsible to inform their supervisors about their activities and location. Freelancing may lead to injury or death. Accountability procedures provide a means for the emergency removal of fire department personnel (or crews) from a hazard zone when conditions present an immediate life hazard.

Recommendations:

1. **Given the lack of documentation of training for breathing apparatus, incident command, and accountability system, it would be prudent for the Fire Chief to suspend use of SCBA's until the appropriate training and documentation can take place.**
The Fire Chief in consultation with the officers should develop a comprehensive training program and schedule. Training should be made available at an alternate time other than the traditional evening training session.(i.e. Tuesday at 10:00 hours) This should allow accommodation of shift workers and commuters to attend. All training should incorporate the Ministry of Labour Section 21 Guidance Notes as part of the package.
2. **The Fire Chief in consultation with the officers should develop a policy and operational guideline with respect to the documentation of training and file retention.**
3. **Each spring and fall as necessary a recruit-training program should be held possibly in conjunction with neighbouring departments to allow for all new recruits to be quickly brought up to a minimum standard.**
4. **The Fire Chief in consultation with the officers should develop a formal comprehensive training program including the incident command and incident accountability system.**

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5. The Fire Chief in consultation with the officers should develop an operational guideline and training program for a personnel accountability system.

15. APPARATUS (Vehicles)

Current Vehicle Inventory:

The fire department responds to emergency calls with the following vehicles:

Year	Type	Pump Size (gpm)	Tank Size (gal)	Make
2007	F350XLT crew cab pickup	N/A	N/A	Ford
1993	Pumper	1015	800	Pemfab
1982	Tanker	N/A	1500	International

Issues Identified:

1. The pumper unit is large and cannot easily access many of the rural and remote cottages due to road issues and vehicle size.
2. The pumper is twenty three (23) years old and to get recognition for Fire Underwriters Survey(FUS) (insurance) the front line apparatus must be less than twenty years old.

Recommendations:

1. To meet the 3B FUS requirements the following is required:

FUS requirements for Fire Department Apparatus

For each fire hall with a Dwelling Protection Grade 3B, fire apparatus must include:

- a minimum of one triple combination pumper rated at not less than 3000 LPM (625 l/gpm at 150 psi),

AND

- a minimum of one mobile water supply apparatus with:
- a minimum rated water carrying capacity of 4000 L (880 l.gal), AND
- a permanently mounted fire pump with a minimum rated capacity of 1000 LPM at 1000 kPa (210 l/gpm at 150 psi) net pump pressure.

For full credit apparatus must be designed in accordance with:

- Underwriters' Laboratories of Canada (ULC) S515 Automobile Fire Fighting Apparatus, or
- National Fire Protection Association (NFPA) 1901 Standard for Automotive Fire Apparatus

In addition, the combined water carrying capacity of the 2 units (noted above) must be at least 6800 Litres (1500 l.gal) total and the fire department must have a transfer system capable of supplying the pumper with water as needed. This may be accomplished by pump or dump valve to a portable tank of at least 4550 Litres (1000 l.gal) capacity.

Credit for fire apparatus will be based on evidence of reliability indicators including the listing of apparatus by ULC, design specifications, fire pump service test records, age, maintenance history, etc. Apparatus is evaluated from the perspective of the capacity to provide structural fire protection.

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To be credited, apparatus must be stored in a suitably constructed and arranged fire hall.

16. EQUIPMENT

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. No issues

Recommendations:

1. No recommendations

17. FINANCIAL MANAGEMENT & BUDGETING

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. The current budget process is very informal with various officers of the department providing verbal input to the Fire Chief.
2. Historically the municipality has enjoyed the fundraising efforts of the local firefighters for various projects.

Recommendations:

1. **The Fire Chief in consultation with the officers should develop a formal budget process.**
2. **All funds that are raised by or for fire department purposes must be flowed through the municipality to minimize the risk of liability to the people or group doing the fundraising.**

18. MUTUAL AID

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. Mutual aid is widely misunderstood by Council and the local fire department.

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Recommendations:

1. A detailed presentation be provided for Council and the members of the fire department so everyone is clear on the purpose and scope of mutual aid.

19. AUTOMATIC AID

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. As above often confused with Mutual Aid.

Recommendations:

1. As above.

20. BUILDINGS & FACILITIES (Fire Station)

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. The current building that houses the fire department is marginal at best, it is very small, the roof leaks and it is poorly insulated and there is no training room away from the apparatus floor.

Recommendations:

1. The building should be replaced, but given the finances of the municipality this is not likely possible. At a minimum the leaks need to be repaired in the roof.

21. PRE-EMERGENCY PLANNING

This aspect of fire department operations was not reviewed in any great detail, the following issues were however identified during the review process.

Issues Identified:

1. There is minimal formal pre-emergency planning in the municipality; the fire prevention officer assists with the development of pre-emergency plans for some of the larger buildings in the municipality the firefighters attend the occupancy for a site visit.

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Recommendations:

- 1. The Fire Chief in consultation with the fire prevention officer should integrate pre-emergency planning into the fire prevention policy to ensure that major exposures in the municipality are addressed. (i.e. apartments, schools, churches, community centre, stores etc.)**

22. DISASTER PLANNING

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

- No issues identified

Recommendations:

- 1. No recommendations.**

23. RISK MANAGEMENT PLANNING

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

- No issues identified

Recommendations:

- 1. No recommendations.**

24. HUMAN RESOURCES

Issues Identified:

- The Wollaston fire department does not have a recruitment, selection and retention process. The process is badly needed to promote and assist with the recruitment of community members available for daytime emergency calls.

Recommendations:

- 1. The Fire Chief in consultation with the officers should work toward developing a comprehensive human resource package specific to the fire department including all of issues identified above.**

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25. MAINTENANCE

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. The fire department does not have an operational guideline that defines routine, preventative and emergency maintenance of the apparatus fleet and equipment.
2. The fire department should have an operational guideline that defines testing programs for all apparatus and equipment. This includes MTO certification of mechanical worthiness.
3. There were very limited records of routine maintenance being completed as required.

Recommendations:

1. **The Fire Chief in consultation with the officers should develop an operational guideline that defines routine, preventative and emergency maintenance of the apparatus fleet and equipment. (samples are available)**
2. **The Fire Chief in consultation with the officers should develop an operational guideline that ensures that MTO inspections are completed and documents are available for inspection in a secure location. (samples are available)**

26. RECORDS & REPORTS

Issues Identified:

1. The fire department does not have a policy on records retention, management and security that is consistent throughout the organization.

Recommendations:

1. **The Fire Chief in consultation with the officers should develop a policy that ensures all records are retained, managed and secured as required. The appropriate forms should also be provided to all members to ensure the format is consistent so the data can be analyzed. (samples are available)**

27. WATER SUPPLIES

This aspect of fire department operations was not reviewed in any great detail; the following issues were however identified during the review process.

Issues Identified:

1. There are currently very limited static water sources in the village of Coe Hill, it has been identified that some of the dry hydrants are frozen in the winter time and therefore unusable.

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Recommendations:

- 1. The Chief in consultation with the officers appoint a water supply officer and then assist in the development of a water supply plan.**