

TOWN OF KINGSVILLE FIRE DEPARTMENT
MASTER FIRE PLAN

ORGANIZATIONAL RISK ANALYSIS

ADMINISTRATION

The Kingsville Fire Department, as it is currently administered, resulted from the amalgamation of the former Kingsville & Gosfield South Fire Department and the Gosfield North Department in 1999. These former departments had no full time staff and the decision was made to hire a full time fire chief in order to administer the department. Due to the increased workload and emphasis on fire prevention a half-time inspector/public educator was hired in 2001. This position was increased to full time in 2002. As the demands on administration increased, an office support staff person was added in 2002 for 24 hours per week. The adoption of the fire prevention organizational risk analysis report for this master plan resulted in the addition of a contract full time inspector-public educator in 2008. The fire suppression division of the department consists of 29 volunteer firefighters at the south fire station and 25 volunteer firefighters at the north fire station.

Many changes have occurred recently and over time that have had an effect on the administration and staffing of the department. The Organizational Risk Assessments for Fire Prevention and Public Fire Safety Education outlined the changes that have directly affected those areas. There are several other changes which have affected the administration of the department as follows:

- Mandatory reporting of incidents to the Office of the Fire Marshal on their Standard Incident Report. Effective January 2009, this standard incident report was greatly expanded requiring much more detail.
- Ministry of Labour Section 21 Committee Guidance Notes for the fire service. Firefighters do not have the "right to refuse" in emergency situations under the Occupational Health and Safety Act. The M.O.L. has formed a committee under section 21 of the Act to create guidance notes for the Ontario fire service. These guidance notes assist departments in making emergency scenes as safe as possible for their staff and become "accepted practice" M.O.L. inspectors use to gauge fire department operations. Most fire departments, including Kingsville, use these guidance notes to formulate their own set of operational guidelines. These must be reviewed and updated regularly as new guidance notes are created and the department changes the way it operates.
- The Ministry of Labour has mandated increased inspection, testing and maintenance frequencies for fire department apparatus and equipment.

- The Emergency Management and Civil Protection Act has mandated emergency planning measures for each municipality. The Fire Chief has been designated the Community Emergency Management Co-ordinator to oversee these requirements and the Fire Prevention Officer has been designated the alternate. This program has several mandated requirements annually including:
 - updating the emergency plan,
 - reviewing the community risk assessment,
 - training staff,
 - reviewing the community's infrastructure,
 - designing/conducting an exercise of the emergency plan,
 - providing a public information program.

Emergency Management Ontario has identified three levels of preparedness. The first level is mandated at this time and has been completed by the Town of Kingsville. Time frames for the implementation of the other two levels, which will involve considerable effort, have not yet been determined.

- More emphasis is being placed on completing pre-incident surveys of major occupancies in the municipality in order to facilitate firefighting operations. These surveys include information such as:
 - building size/type,
 - floorplan,
 - water supply,
 - fire detection and suppression systems,
 - utility locations including shutoff valves,
 - fire department access,
 - special hazards/products,
 - building staff contact information,
 - information on occupants such as those requiring assistance to evacuate.

This information must be gathered, processed and then stored on the onboard truck computers.

- The Canadian Standards Association and Ministry of Labour have adopted a Breathing Air Program Standard to ensure that fire department staff who use self contained breathing apparatus have proper training and equipment to ensure their safety. Some key elements include:
 - Documented initial training and annual documented refresher training for all personnel.
 - Development of operational guidelines as related to breathing apparatus and air fill stations.
 - Maintenance of training, testing, inspection, and refilling records for breathing apparatus.
 - Implementing changes as the standard is changed and updated.

- Performing facepiece fit testing on an annual basis of all personnel and keeping records of the same.
- Ensuring proper installation and maintenance of the breathing air compressor, cascade system storage tanks and fill station.
- Monitoring air purification systems and arranging for third party testing every six months to ensure breathing air quality.
- Inspecting, maintaining and arranging for hydrostatic testing of all breathing air cylinders (number over 100) and documenting the same.
- Training of personnel in proper filling techniques for cylinders and the utilization of protective equipment to perform the same.
- Mandatory testing of fire department apparatus and equipment, as outlined in detail in the apparatus and equipment organizational risk assessment, is largely completed by the Windsor Fire Department Apparatus Division but must be arranged by staff.
- Record keeping for training of department personnel has become much more detailed and individual training records, as directed in the training organizational risk analysis, are being implemented.

DUTIES PERFORMED:

In order to provide an overview of how the department is currently administered a brief list of the duties each position performs is provided for information purposes. While this list does not constitute a full job description, it will provide a general overview of what each position is responsible for:

Fire Chief:

- Administrative duties including:
 - Overall management and operation of the fire service.
 - Supervision, hiring, promotion, training, appraising and disciplining 2 full time staff, 1 part time staff and 54 volunteer officers and firefighters.
 - Preparation of the annual fire department budget and maintenance of all accounts against the town for material and labour used in the operation of the department.
 - Ensuring fire department compliance with the municipal asset management program.
 - Liaising with the C.A.O., other management staff, Office of the Fire Marshal, O.P.P., Ministry of Environment, Emergency Management Ontario, School Boards, Windsor-Essex E.M.S. and other agencies as required.

- Executing the policies and directives of the Province of Ontario, Town of Kingsville Municipal Council, and the C.A.O. to manage, organize, direct and discipline fire department personnel.
- Completing and maintaining all required records and reporting to council on fire related matters and activities.
- Ensuring that the provisions of the fire department master plan are completed as required.
- Co-ordinating, conducting, reviewing and assessing fire department operations and training to ensure compliance with the Office of the Fire Marshal and Ministry of Labour.
- Developing policies, procedures and operational guidelines for fire department use and reviewing and updating the same as required.
- Fire Prevention and Inspection duties including:
 - Reviewing and approving fire prevention and public education programs and assisting with the same as required.
 - Reviewing plans and development proposals and providing input where required.
 - Directing and supervising the Fire Prevention Officer and Fire Inspector to ensure compliance with the Ontario Fire Code and Fire Protection and Prevention Act.
- Emergency Planning duties including:
 - Acting as the Community Emergency Management Co-ordinator as designated by Emergency Management Ontario and municipal council.
 - The completion and maintenance of the Town of Kingsville Emergency Plan, the community hazard and risk assessment, annual training of staff, an inventory of the critical infrastructure of the municipality, an annual exercise of the plan and a public awareness program.
 - Supervising the Fire Prevention Officer in any emergency planning duties assigned in his/her role as Alternate Community Emergency Management Co-ordinator.
- Apparatus and equipment duties including:
 - The care and maintenance of all apparatus and equipment ensuring the same is in good working order, kept stored and protected, and inspected/tested as required.
 - Overseeing the completion of specifications for new fire apparatus and the tendering process to acquire the same.
- Emergency Response duties including:
 - Responding to and directing operations at fires, rescues, hazardous materials releases and other emergencies.

- Supervising the Fire Prevention Officer and Fire Inspector in determine fire cause and origin in partnership with the Office of the Fire Marshal and O.P.P.
- Providing incident reports to insurance adjusters and lawyers as requested.
- Ensuring that the Standard Incident Reports, as mandated by the Fire Protection and Prevention Act, are completed and forwarded to the Office of the Fire Marshal.
- Acting as the fire department representative at the municipal Emergency Operations Centre at such times that it is activated.

Fire Prevention Officer:

- Fire Prevention and Inspection duties including:
 - Supervising the fire inspector-public educator in the completion of inspections.
 - Assisting the fire inspector-public educator with complex inspections and/or inspections of large facilities.
 - Reviewing enforcement activities and forwarding a report of the same to the Fire Chief when the activity involves charges being laid.
 - Liaising with the Kingsville Building Department and other agencies as required in terms of fire inspection activities.
 - Updating the Simplified Risk Assessment as required under the Fire Protection and Prevention Act.
 - Review of fire safety plans as completed by building owners and forwarding the same to the Fire Chief for approval.
- Public Education duties including:
 - Developing public education programs for schools, seniors, industry, and the general public and forwarding the same to the Fire Chief for approval.
 - Supervising the Inspector-Public Educator and firefighters in the delivery of public education programs and smoke alarm program.
 - Supervising the Inspector-Public Educator in the delivery of the TAPP-C program.
- Fire Cause and Origin duties including:
 - Taking the lead role, under the direction of the Fire Chief, in determining fire cause and origin.
 - Assisting O.P.P. and the Office of the Fire Marshal in determining fire cause and origin at incidents where they have jurisdiction.
- Communications/apparatus duties including:
 - Maintaining and updating the fire department website (see Communications organizational risk assessment).

- Assigning, arranging repairs for and keeping records of all department apparatus, communication devices and equipment.
- Updating, maintaining and troubleshooting the fire department software program in consultation with the Information Technologist.
- Emergency Response duties including:
 - Respond to fires and other emergencies as required.
 - Assisting suppression staff in the procurement of information for pre-incident surveys, processing the same and inputting it into the pre-incident survey program in the onboard truck computers.
- Breathing Air Program duties including:
 - Annual face-piece fit testing of all personnel and maintenance of records of the same.
 - Responsibility for the semi annual air quality testing for the breathing air compressor and cascade system.
 - Documentation of annual training of all personnel in self contained breathing apparatus use.
 - Responsibility for the hydrostatic testing of all department air cylinders and record keeping of the same.
- Training duties including:
 - Maintenance of all fire department training records, including individual training records.
 - Compiling and cataloguing all lesson plans, media presentations and training aids utilized by fire department staff.
 - Assisting the Fire Chief and Station Chiefs in co-ordinating training subjects and assignments to trainers and providing them with the necessary training materials.
- Emergency Planning duties including:
 - Assisting the Fire Chief as the alternate Community Emergency Management Co-ordinator in the annual revision of the municipal emergency plan, staff training, design and conduct of an exercise, review of the hazard and risk assessment, review of critical infrastructure and provision of a public awareness program.
 - Attending the Emergency Operations Centre as a resource in the event that it is activated.
- Master Planning duties including:
 - Obtaining and inputting data for the Performance Benchmarking Program for fire departments as provided by the Office of the Fire Marshal (once set up).

Inspector-Public Educator:

- Fire prevention and inspection duties including:
 - Reviewing and commenting on development proposals and plans and forwarding the same to the Fire Prevention Officer.
 - Carrying out inspections to ensure compliance with the Ontario Fire Code and other legislation under the supervision of the Fire Prevention Officer.
 - Identifying violations and facilitating/ordering corrective action up to and including prosecution.
 - Liaising with other agencies as required in relation to fire prevention and inspections.
 - Preparation of fire inspection reports and statistics.
- Public Education duties including:
 - Delivery of programs, under the supervision of the Fire Prevention Officer, related to public fire safety education to community groups.
 - Conducting station tours as requested.
 - Conducting fire safety training to corporate groups.
 - Networking with local media to provide public fire safety information.
- Fire Cause and Origin duties including:
 - Assisting the Fire Chief and Fire Prevention Officer in determining fire cause and origin.
- Emergency Response duties including:
 - Respond to fires and other emergencies as required.

Office Support Staff Person:

- Take direction from and report to the Fire Chief to assist him/her in meeting the goals and objectives of the municipality and fire department.
- Provide administrative assistance to the Fire Chief and other fire department staff in the preparation of reports to municipal council.
- Assist the Fire Chief and other fire department staff by researching and preparing information and assembling data required by the department in the execution of its duties.
- Prepare and processes correspondence as required by the department.
- Process fire inspection reports under the direction of the Fire Prevention Officer as well as any information/correspondence required for building owners as related to fire prevention and public fire safety education.
- Create, proof read and edit documents, correspondence, reports, tenders, advertisements, internal memos, fax memos, e-mails and other means of communication for the department.
- Represent the municipality and department professionally through effective and courteous communication with clients and the public both written and verbal.

- Assist in the maintenance of policy manuals, operational guideline manuals, training manuals, the municipal emergency plan, pre-incident surveys, the hydrant database and other documents.
- Provide filing services for department as directed by the Fire Chief.
- Code and process fire department accounts in preparation for approval.
- Receive and direct business telephone calls and public inquiries to the appropriate department personnel.
- Assist the Fire Chief in data management utilizing the fire department software program in the areas of payroll, budget, fire reports, fire department training, fire prevention and personnel records.
- Attend and take minutes of meetings as directed by the Fire Chief.
- Assist in the production of fire department training materials such as handouts, fact sheets and power point presentations.
- Assist in the maintenance of records of testing and repairs of fire department apparatus and equipment.

Station Chief:

- Administrative duties including:
 - Maintaining records and completing reports of emergency response occurrences in the station's response area and forwarding the same to the Fire Chief's office.
 - Maintaining discipline in accordance with the policies of the department and municipality.
 - Assisting the Fire Chief in the hiring and promotional processes.
 - Ensuring the implementation of the directives and policies of the department at the station.
 - Attending officers' meetings, council meetings, and other meetings as directed to facilitate the smooth operation of the station and department.
 - Maintaining records of personnel for administrative purposes.
 - Assisting the Fire Chief in the preparation of the annual fire department budget.
- Fire Suppression and Emergency Response duties including:
 - Responding to emergency calls and taking command as required at incidents.
 - Assuming the duties of the Fire Chief in his/her absence at major incidents within the station's response area.
 - Ensuring that additional resources, including the Fire Chief, are contacted as necessary to attend the scene.
 - Ensuring that the Incident Management System is utilized in order to mitigate incidents.
 - In the absence of the Fire Chief, attending the Emergency Operations Centre as the fire department liaison should a declared emergency occur in the response area and the E.O.C. is activated.

- Apparatus and Communications duties including:
 - Maintaining and arranging for required repairs/maintenance of the station within the annual budget assigned to the station by the Fire Chief (excluding the janitorial cleaning contract).
 - Communicating the need for any major repairs and/or alterations to the station with the Fire Chief.
 - Posting and completing the required forms for truck and equipment inspections on a weekly basis and informing the chief of any major repairs required.
 - Monitoring attendance of personnel at truck and equipment check sessions and following department policy to rectify any problems with attendance.
 - Following an emergency response, ensuring that the station, apparatus and equipment are maintained in a clean state and ready for emergency service or tagged and taken out of service for repair.
- Fire Prevention and Public Education duties including:
 - Communicating any complaints or requests regarding the fire safety of structures within the station response area to the Fire Prevention Officer.
 - Assisting the Fire Prevention Officer in co-ordinating the Smoke Alarm Program for the station response area.
 - Ensuring that records of public fire education activities are completed and forwarded to the Fire Prevention Officer as required.
- Training duties including:
 - Assisting the Fire Chief, Fire Prevention Officer, other officers and Trainer-Facilitators in the formation of a training schedule on an annual basis.
 - Keeping records of department and individual training attendance and subjects in the training record book utilizing the forms provided.
 - Receiving applications from personnel to attend the Ontario Fire College and other training providers and forward the same to the Fire Chief for approval.
 - Maintaining payroll records for attendance at training sessions and forward the same to the Fire Chief.

Captain:

- Reports to the Station Chief and Fire Chief.
- Responsible for the supervision and direction of the firefighters in his/her squad at truck and equipment check sessions.
- Maintains records of reports on apparatus and equipment condition and firefighter attendance at truck and equipment check sessions.
- Directs and supervises firefighters, usually as a sector officer in the incident management system, at fires and other emergency scenes.
- May be required to act as incident commander at an emergency scene in the absence of the fire chief and/or station chief.

- Assists the Fire Chief and Station Chief in maintaining discipline in the department in accordance with the chain of command and discipline policy.
- Attends regularly scheduled officers' meetings.

Firefighter:

- Reports to his/her Captain and Station Chief and Fire Chief through the chain of command.
- Responsible for attending truck and equipment check sessions as part of his/her squad and assist with completing the same.
- Responsible to attend regularly scheduled training sessions in order to become familiar with equipment and procedures.
- Responsible to attend fire calls and other emergency responses such as motor vehicle extrications, medical responses, water and ice rescue emergencies, hazardous materials releases, high angle and other technical rescue responses.

HIRING AND PROMOTIONAL PROCESS:

The department has always been in the favourable position of having numerous applicants for positions with the department as volunteer firefighters. The current hiring process for volunteer firefighters is as follows:

- All applicants complete an aptitude test.
- Selected applicants from the aptitude test (based on score) advance to an initial oral interview conducted by a hiring board of the officers of the station for which he/she is applying.
- Selected applicants from the initial oral interview (based on score) advance to the job related physical testing process.
- Selected applicants from the physical testing process (based on score) advance to the final interview conducted by the fire chief and station chief for the station which they are applying for.

Successful applicants are placed on a probationary graded wage scale and advance annually based on achieving the required annual training and a successful performance appraisal. Performance appraisals are conducted every three months during the first year and annually thereafter until the full wage scale is reached.

Staff for full time positions and the station chiefs positions are hired utilizing a hiring board from outside the department. Typically, senior officers from area departments form the board and make a recommendation to the Fire Chief. The hiring process for full time staff includes:

- A resume and qualification score.
- A written examination.
- A practical scenario score.
- An oral interview score.

Captain vacancies are filled using a process the same as for full time staff with the exception that the board consists of the current officers from their respective station and the fire chief.

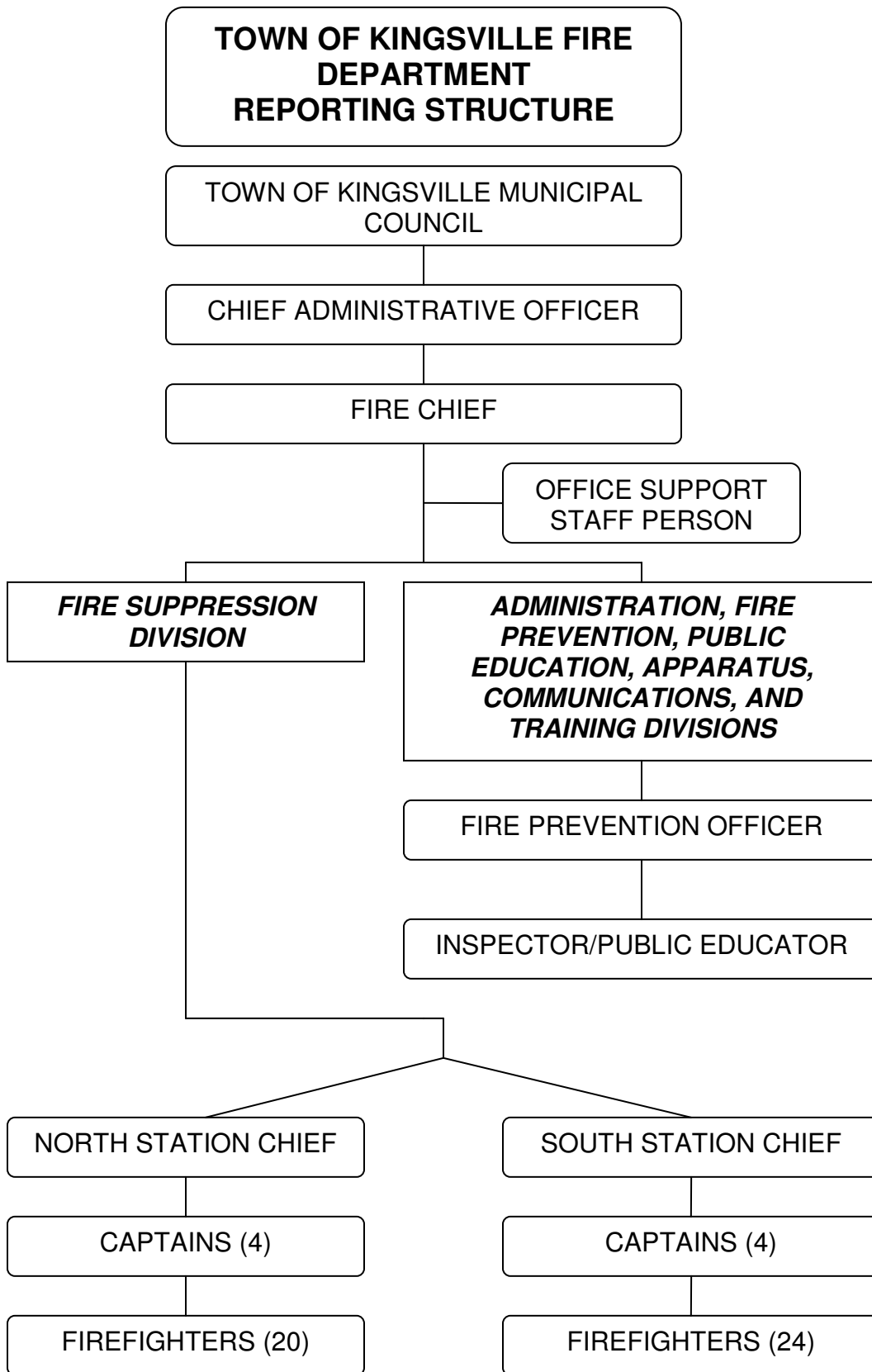
REMUNERATION OF VOLUNTEER FIREFIGHTERS:

An agreement exists between the volunteer firefighters and council in terms of remuneration. Near the end of the term of the agreement (which is normally the term of council), the fire chief will ask each station to hold an election of one officer and two firefighters (for a total of six) to form a wage proposal committee. This committee will draft a proposal which is then presented to each station for endorsement. Once endorsed, the committee meets with the fire chief and C.A.O. to review the proposal. The committee then presents the proposal to the personnel committee of council. Should any changes be requested by the personnel committee, the wage committee will redraft the proposal and present it again to the firefighters for endorsement. This process continues until a final draft is prepared for approval by municipal council. This process has functioned very well in the past and the current agreement is in place until 2011.

ORGANIZATIONAL STRUCTURE:

Based on the duties performed, as outlined in this report, a revised reporting structure for the fire department is attached on the following page.

- ***Recommendation #1: That the revised reporting structure for the Town of Kingsville Fire Department be adopted.***
- ***Recommendation #2: That the hiring process for the inspector-public educator and job rating for the same, as well as the job rating for the Fire Prevention Officer, as based on the duties outlined in this report, be forwarded to the C.A.O. and Personnel Committee of Council for direction.***



This report was approved by Kingsville Municipal Council on August 10, 2009.