

Administration's Detailed Response to Calgary Fire Department Zero-Based Review Report from Behr

CFD ZBR Recommendation 10 (B), including a revised approach to performance measurement at CFD, as indicated in red box.	RESOURCE OPTIMIZATION	
	FOR COUNCIL INFORMATION	FOR COUNCIL APPROVAL
BEHR Recommendations	Administration's Comments	Administration's Response
<p>10. (B) The deferring of new station builds, "Modelling 8 minute response times instead of 7 minutes response times results in 3 fewer stations being built." (p. 41)</p>	<ul style="list-style-type: none"> ▪ No new stations beyond Action Plan will proceed until a full analysis of the system has been conducted as part of Enhanced Dynamic Deployment. This will allow for a greater focus on results and outcomes rather than process to inform future decisions on service levels and standards. ▪ The revised performance measurement approach proposed by the Administration includes: <ul style="list-style-type: none"> ○ Assessment of fire service performance based on measures such as restricting fire to room of origin and flame spread; ○ Assessment of fire service effectiveness based on outcomes (e.g. fire loss including harm to persons and property) rather than on process outputs (response time), ○ Use of this outcome information [fire loss] to establish future service standards, performance goals and desired outcomes for Fire, and ○ Use of the dynamic deployment model along with other improvements (e.g. building code changes, addition of sprinklers) to focus discussion of future service levels on outcome achievement (minimizing fire loss) and not on outputs (response time). • Development of a revised approach to performance measurement complements the move to enhanced dynamic deployment. The alternative recommendation strives to maximize the service's cost-effectiveness (value achieved in relation to resources), by focusing on results (outcomes) rather than on process. 	<p><i>10 (b) Direct the Administration to develop a revised performance measurement approach as indicated in the text to the left, to focus performance evaluation and service standards on outcomes (fire loss) rather than response times.</i></p> <p><i>10 (c) Direct Administration to implement an enhanced dynamic deployment model in the future, and to identify means to increase the overall efficiency of emergency response (i.e. improve the ratio of cost to results achieved) for peak and non-peak hours).</i></p> <p><i>10 (d) Complete the work associated with recommendations 10 b and 10 c above (revised approach to performance measurement,</i></p>

RESOURCE OPTIMIZATION

FOR COUNCIL INFORMATION		FOR COUNCIL APPROVAL
BEHR Recommendations	Administration's Comments	Administration's Response
	<p>Administration will bring forward a work plan on the revised approach to performance measurement within the next six months, and report on progress within one year</p>	<p><i>enhanced dynamic deployment) and use this as the basis for planning future growth.</i></p>
	<ul style="list-style-type: none"> The amended recommendation also supports recommendation #28 below to "identify opportunities for multi-use stations, including co-location with other City functions or private uses such as residential and retail" where the coordination of new station builds can possibly yield new revenues and reduce station build costs and future operating costs. 	