

Calgary Fire Department Zero-Based Review Project Initiation Document

I. Purpose of the Fire Zero-Based Review

To review each of the services within the Calgary Fire Department (CFD) and recommend to Council possible changes to current operations that would lead to an increase in the effectiveness and/or efficiency of the services.

The review will use The City's approved Zero-Based Review (ZBR) method which includes two levels of analysis. The initial review will assess all services at a high-level and recommend a sub-set of these services to be reviewed in greater detail. An in-depth analysis of these sub-services will result in recommendations on:

- how changes to the services (including service scope and service level) could achieve greater results within currently available resources; and
- how changes to the current method of delivering services could improve its cost-effectiveness.

It should be noted that in addition to identifying ways to improve service effectiveness, an explicit goal of the CFD ZBR will be to identify cost savings and efficiency gains.

II. Scope

The ZBR will examine the Calgary Fire Department's portion of the Business Unit's operating budget, which excludes the Calgary Emergency Management Agency. CFD's 2013 actual operating costs of the services under review was \$189.4 million. The capital budget for 2013 was \$30.4 million. The services identified for the CFD ZBR are:

- Emergency Response including medical services, Firefighting, and Community Safety Services
- Facilities, Emergency Response Vehicles, Equipment & Resources
- Planning, Risk Analysis and Performance Measurement
- Workforce Training and Wellness
- Internal Services

III. Methodology and Objectives

Consistent with the Council-approved method, the CFD ZBR will respond to all questions within the five areas of analysis for the sub-set of services that are part of the in-depth analysis:

- i. Service Rationale Analysis:
 - Why is The City of Calgary providing the service?
 - What would be the effect if The City of Calgary discontinued the service?
- ii. Service Level and Scope Analysis:
 - Why is The City of Calgary providing the scope and level of service?
 - What would be the effect if The City of Calgary changed (increased and decreased) the scope and level of service?
- iii. Service Efficiency Analysis
 - According to industry standards, is the service efficient?
 - Why is the service efficient or inefficient?
 - Would best practices and other suggestions for improvement apply to The City of Calgary?

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- iv. Service Effectiveness Analysis
 - According to industry standards, is the service effective?
 - Why is the service effective or ineffective?
 - Would best practices and other suggestions for improvement apply to The City of Calgary?
- v. Service Funding Analysis
 - How is the service funded?
 - Are the sources of funding sustainable and appropriate?
 - Would best practices and other suggestions for improvement apply to The City of Calgary?

In addition to the review of all services and sub-services provided by the Calgary Fire Department, two specific areas of examination have been identified for the Fire review: level of involvement in responding to medical emergencies and levels of service in established communities versus growth in new communities.

IV. Governance

The Steering Committee membership for the CFD ZBR is:

Rollin Stanley, General Manager - Planning, Development & Approvals (Chair)
Stuart Dalglish, General Manager, Community Services & Protective Services
Bruce Burrell, Chief, Calgary Fire Department
Jacquie Deitch, Director, Fleet Services
Elizabeth Dewart, Manager, Corporate Initiatives

V. Timeline and Reports to Council

The City Manager will report to Council via the Priorities and Finance Committee by the end of June, 2015, with a Final Report that includes recommendations and business cases for improvements, including productivity and cost savings for one or more services.