

CITY OF CALGARY
RECEIVED
 IN ENGINEERING TRADITIONS ROOM

NOV 04 2015

ITEM: Distribution
CPS 2015-0800
 CITY CLERK'S OFFICE



Calgary Fire Department Zero Based Review

Final Report and Recommendations

Presentation to SPC on Community and Protective Services

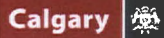
2015 November 4

Rollin Stanley, Steering Committee Chair

02/11/2015

Calgary Fire Dept ZBR

1



What is a Zero-Based Review?

I. Systematic | objective assessment of services

What we do - should service scope or service level change?

How we do it ? - Could we be more efficient or effective?

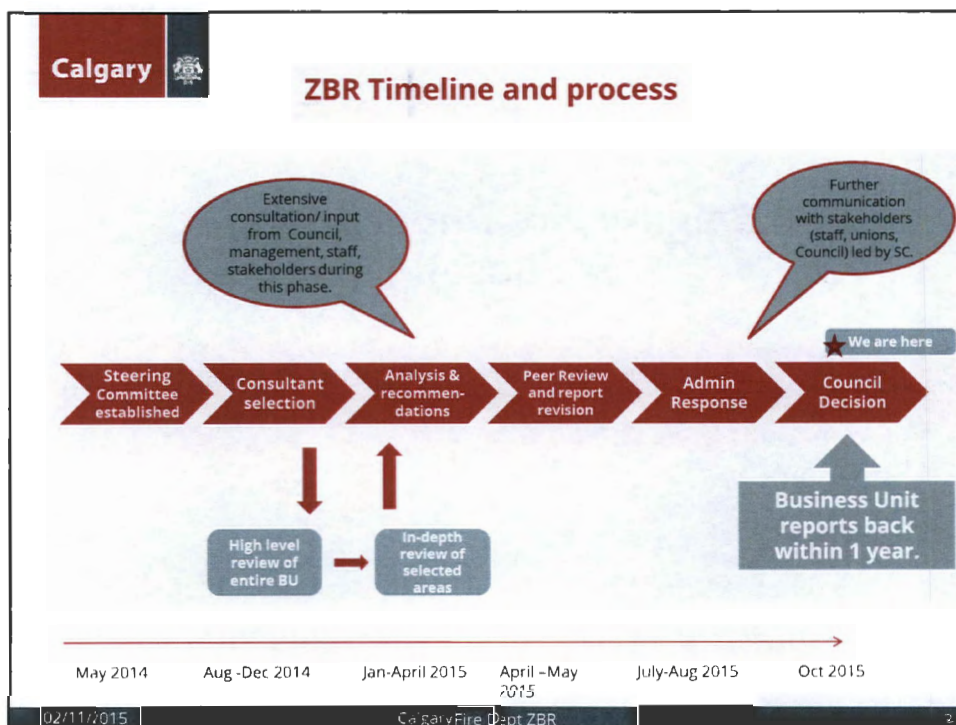
II. Recommendations for efficiency & effectiveness improvements


Direct the external consultants to pursue a range of financial gains with accompanying innovative recommendations

02/11/2015

Calgary Fire Dept ZBR

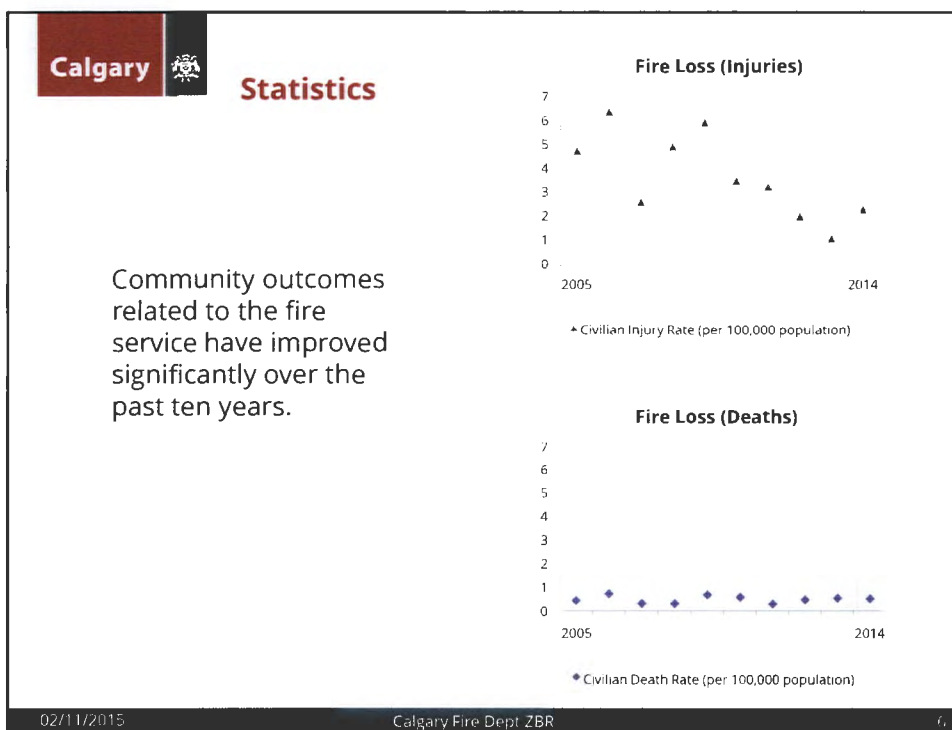
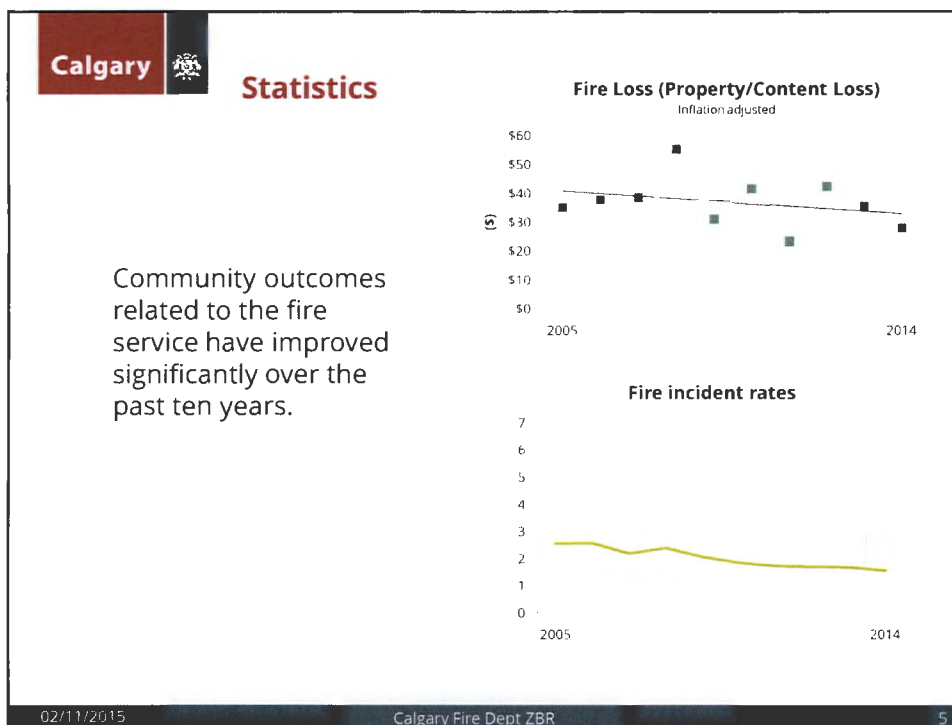
2



Calgary 

“A common theme throughout our assessment has been that in terms of service rationale, scope of service, and level of service, CFD is almost entirely on target. The effectiveness of CFD’s services is also excellent” - Behr

02/11/2015 Calgary Fire Dept ZBR 1



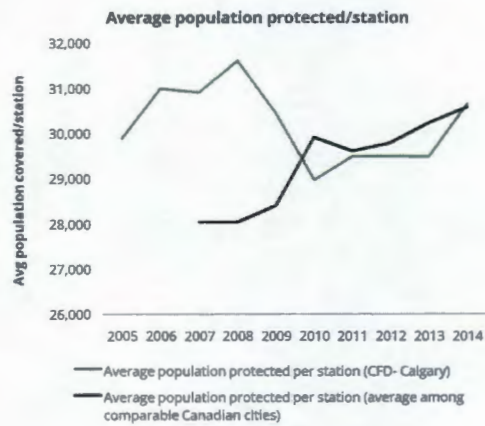
Calgary



Statistics

Persons protected per stn
mirrors national average

Between 2005 - 15,
population 25% ↑
fire stns 21.8% ↑



02/11/2015

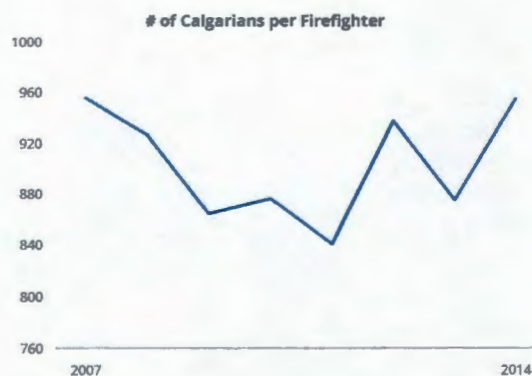
Calgary Fire Dept ZBR

7

Calgary



Statistics



02/11/2015

Calgary Fire Dept ZBR

8

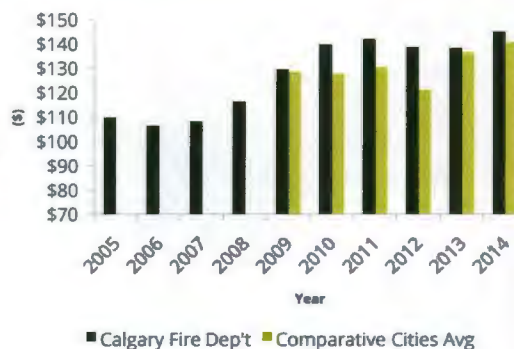
Calgary



Statistics

CFD Fire Suppression Cost | Capita

The City needs to be innovative in the face of growing fire service costs



02/11/2015

Calgary Fire Dept ZBR

9

Calgary



What was looked at ?

Management
and leadership

Diversity and
inclusion

Deployment
and response

Emergency
medical
response

CFAI
Accreditation

Recruit
Training/Training
academy

Asset and
facility
management

02/11/2015

Calgary Fire Dept ZBR

10



Administration response

Accept 32 of 34 recommendations

- 23 with no change
- 9 with minor amendments about timing, clarity & alignment with other City initiatives

Do not accept 2 recommendations



Summary of Recommendations

Source	Low Range	High Range
Management and leadership	\$1.0 million	\$1.0 million
More efficient distribution of resources:		
• previously shown in Action Plan	\$8.4 million	\$8.4 million
• additional efficiency gains	\$4.7 million	\$4.7 million
Recruit training	\$850 thousand	\$1.1 million
Training Academy revenue	—	\$1 million
TOTAL (base operating budget impact)	\$15.0 million	\$16.2 million



Summary of Recommendations

- Improving management and leadership structure
- Improving diversity and inclusion practices
- Supporting Council's Priorities and Leadership Strategic Plan (including alignment with Results Based Accountability)
- Participating in the coordination of and planning for multi-use facilities (Fire stations) to maximize economies for municipal needs and deliver comprehensive services to Calgarians



Behr Recommendations

1. Reduce/reorganize mgmt & leadership structure

- Stability, succession, communications
- Reduction of 3 positions

2-6 Enhance diversity and inclusion program

11-15 Maintain medical response

- continue to work on coordination with AHS

16 Maintain accreditation

Administration's response

✓Accept with amendment

- Align with new CSPS structure
- Reduce 5 positions


✓Accept


✓Accept, amend

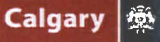
14 accept with amendment to consider expanding use of MRUs after evaluation of the pilot

✓Accept

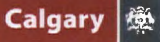


Calgary 	Recruit Training/Training academy	Asset and facility management
Behr Recommendations	Administration's response	
17 - 23 Changes to recruit and incumbent training <ul style="list-style-type: none"> • Certification prior to employment + 4-6 weeks • Increase incumbent training & market facility 	✓ Accept, amend #18 add "report back to Council with confirmation of cost saving" #23 accept with adjusted estimated training academy revenue potential	
24-28 Fleet and equipment including <ul style="list-style-type: none"> • As is - specialty apparatus • Outsource light-duty vehicles service • Use Fleet services to manage light fleet 	✓ Accept 24, 28 - Accept with amendment 25-27, subject to further analysis as part	
02/11/2015	Calgary Fire Dept ZBR	15

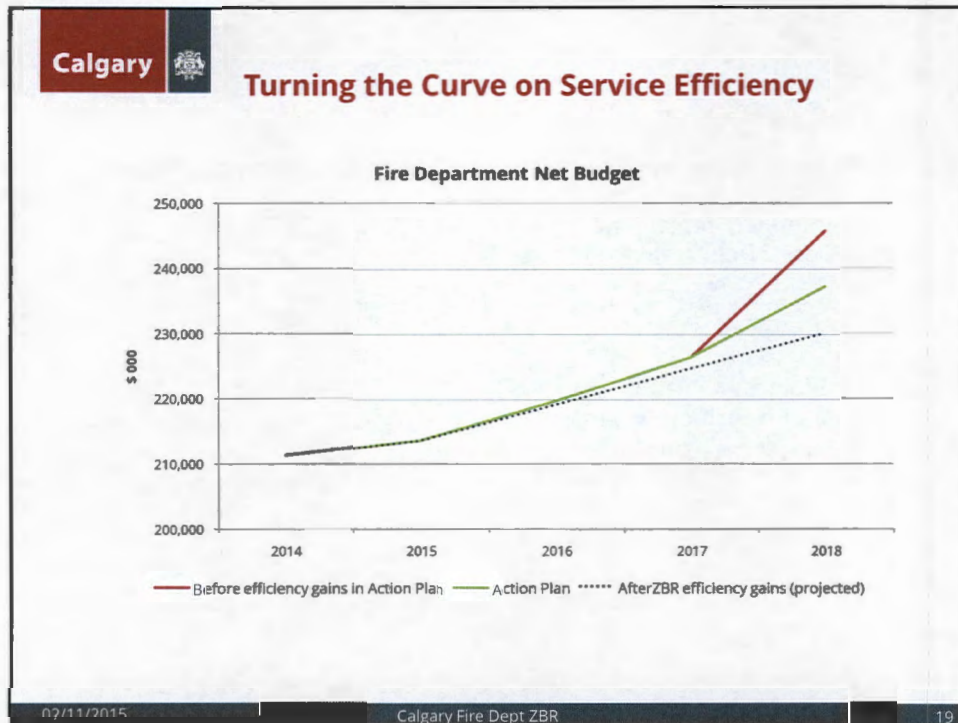
Calgary 	Recruit Training/Traini ng academy	Asset and facility management
Behr Recommendations	Administration's response	
29-34 Recommendations on facilities, incl. <ul style="list-style-type: none"> • Pursue multi-use stations (co-location with other City uses and/or private residential / retail) 	✓ Accept, amend: amend #30 and 32 to clarify roles (CPB to lead process, CFD to designate liaison)	
02/11/2015	Calgary Fire Dept ZBR	16

	Deployment and response
Recommendations	Administration's response
7. Continue to implement Dynamic Deployment System	✓ Accept. Continue maturation of current model with more planned dynamic deployment
8. Invest in predictive modeling software	✓ Accept. Software supports data analysis required to do this
9. Conduct a pilot (trial) to further transition toward dynamic deployment (risk-based response), including trial of 3-person engines	✗ Do not accept. 3-person crews is not best practice for staff and public safety - Other means to increase efficiency are proposed instead (see next slide).
02/11/2015	Calgary Fire Dept ZBR

17

	Deployment and response
Recommendations	Administration's response
10. Differentiated response times for existing and new subdivisions	✗ Do not accept. Risks of closing 5 existing stations not warranted
<ul style="list-style-type: none"> ▪ Could result in a closure of up to 5 stations 	Administration proposes to reallocate future growth based on demand and risk, for base operating budget cost savings of \$13.1 million
<ul style="list-style-type: none"> ▪ Could result in deferring the build of 3 stations in growth areas 	\$8.4 million already included in Action Plan as CFD's efficiency gain \$4.7 million reduction below approved Action Plan levels
	New performance measurements will set outcome based service level targets (harm to persons and property) rather than on process/outputs (response times)
	No new stations (beyond Action Plan) until above analysis is complete
02/11/2015	Calgary Fire Dept ZBR

18



Calgary

Next steps:

CFD to report to the Standing Policy Committee with an implementation plan & progress in 1 year – focus on the following:

- One-time costs of implementation
- Timing and sequencing
- What to do with realized efficiency savings
- Progress to date on implementing the recommendations

02/11/2015 Calgary Fire Dept ZBR 20

Calgary



Administration's Recommendations

**That the SPC on Community and Protective Services
recommend that Council:**

1. Approve Administration's response (in Attachment 2) to the recommendations in the Calgary Fire Department Zero-Based Review by Behr; and
2. Direct Administration to report back to Council on or before October 2016 with a detailed implementation plan.

02/11/2015

Calgary Fire Dept ZBR

21

Calgary



Thank you

02/11/2015

Calgary Fire Dept ZBR

22

