

# South-West Oxford Fire & Emergency Services



# Strategic Plan 2015



# MESSAGE FROM THE FIRE CHIEF

I am pleased to introduce the South-West Oxford Fire and Emergency Services Strategic Plan. It is both a road map for the South-West Oxford Fire & Emergency Services and a guide for identifying priorities so we can continue to deliver excellent fire, rescue, fire prevention and emergency services into the future.

This fifteen year plan represents our commitment to good stewardship of the department resources funded by South-West Oxford residents. The fire department is dedicated to educating the community about the services that we provide and continuing to find ways to protect the budget without jeopardizing the services provided within the community. Through the operation of our 3 stations and the allocation of equipment, we strive to keep our communities safe.

The department had to answer three fundamental questions during the planning process: where are we now, where are we going, and how will we get there? The answers to these questions helped in developing a framework for the plan that will:

- Promote departmental policy, operational and budget decisions.
- Maintain a highly trained work force.
- Provide a structure to ensure oversight and management of departmental programs.
- Ensure that the protection and education of our residence is a key focus.

The Fire Department is committed to revisiting our strategic plan on an annual basis to ensure the plan accomplishes what it set out to do, and to making adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to change.

In closing, thank you to all of the South-West Oxford employees who shared their thoughts and ideas through surveys and questionnaires. Your feedback has been invaluable. Thank you also to the residents, elected officials and other key Township and community partners who were interviewed or questioned as part of our planning process. Your support helped guide us and is critical to the success of this plan. I invite all members of the communities we serve, along with our partner agencies, to join us in supporting this vision for the future of the South-West Oxford Fire & Emergency Services.

Sincerely,



Jeff VanRybroeck  
Fire Chief/CEMC



## Contents

From the Fire Chief .....	2
Operational Overview	
About us.....	3
Department Facts.....	4
The Planning Process	
Key Inputs.....	5
Challenges.....	6
Mission, Vision and Values .....	8
Goals and Strategies.....	9
Plan implementation.....	15
Appendices.....	16





# ORGANIZATIONAL OVERVIEW

## About Us

The South-West Oxford Fire & Emergency Services has encountered many challenges, especially in light of recent internal and external changes. Changes such as decreases in provincial funding, legislative changes, leadership changes, operational changes and the new channels of communications have all challenged us to continue to provide excellent service to our community. However, one thing has remained constant, our resilience and ability to work together in time of greatest need.

Our organization is working together and thinking creatively of new ways to meet our community's fire and emergency needs. The 2015 South-West Oxford Fire & Emergency Services Strategic Plan will provide direction to navigate through this world of change and achieve our long term goals.

The process of developing this strategic plan was through a committee format. The committee used various methods of obtaining information and feedback throughout the process. We also sought input from internal stakeholders (Firefighters & Officers) and external stakeholders including councillors, and the public. Along the way the committee met regularly to review the data and make decisions on the best way to proceed towards this final document.

The plan's mission, vision & values provide the department with a clear picture of our voyage, as a team, to meet the current and future needs of our community and successfully complete the milestones of success, as identified in this strategic plan.

Our Fire Service members are optimistic about the future of the South-West Oxford Fire & Emergency Services, and it is through our resiliency and hard work that we can build a better, stronger, and smarter service

## Departmental Facts

### SWOX Personnel

Uniformed Personnel .....	61
Fire Chief (Full time).....	1
District Chief.....	3
Deputy District Chief.....	3
Captain.....	6
Acting Captain.....	6
Firefighters.....	36
Auxiliary.....	6

### SWOX Stations and Apparatus

Fire & Emergency Stations.....	3
Pumpers.....	3
Tankers.....	3
Rescues.....	3



# ORGANIZATIONAL OVERVIEW

## Departmental Facts

The South-West Oxford Fire & Emergency Services consists of 3 stations that service a population of approximately 7,544 residents spanning across 370.48 square kilometers. Between the 3 stations, we respond to an average of 270 emergency calls per year in a variety of disciplines. These emergencies are responded to by our 60 paid-on-call members utilizing the 9 apparatus and variety of specialized equipment. The foundation of the departments tasks are organized into Operations, Training, Fire Prevention, Risk Management, Emergency Management and Administration aspects which are all in place to support the delivery of critical fire suppression and emergency services.

Some of the department's other vital emergency and non-emergency services include:

- Technical Rescue: This includes vehicle rescue and hazardous material response to the awareness level.
- Fire Prevention and Public Education
- Fire Investigation
- Mutual Aid response to neighbouring jurisdictions.

Maintaining or improving core services is paramount to the South-West Oxford Fire & Emergency Services.

## SWOX QUICK FACTS

Resident Population:  
**7,544**  
*-0.6 % Increase from 2006*

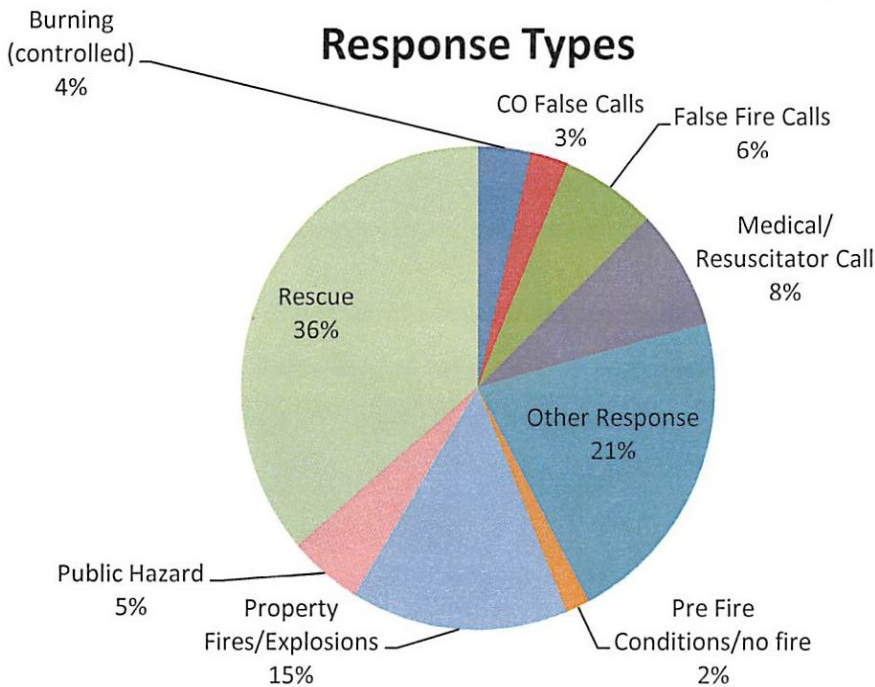
Service Area:  
**370.48 Sq. Kilometers**

Population Density:  
**20.4 per sq. Kilometer**

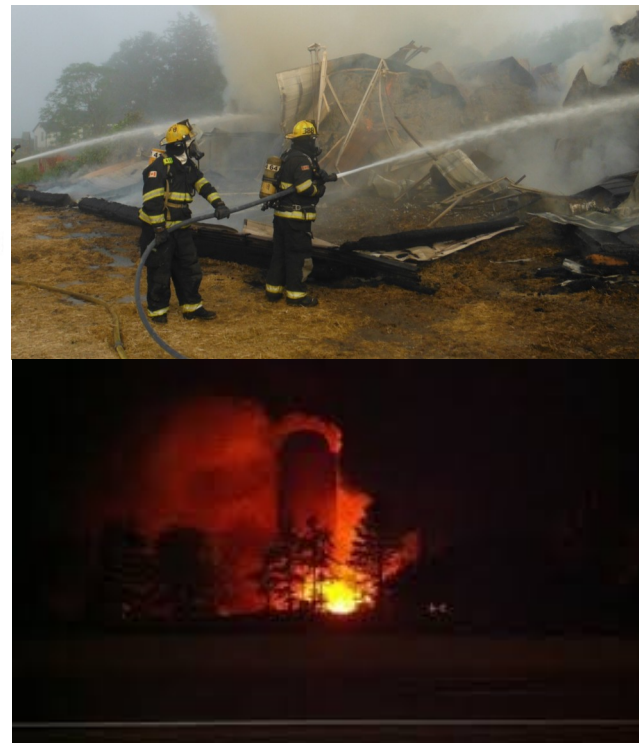
Population Details:

<b>21.5%</b>	<b>0-14 years</b>
<b>66.1%</b>	<b>15-64 years</b>
<b>12.5%</b>	<b>65 plus years</b>

*Source Statistics Canada*



**\*\* Medical calls could fall under various headings depending on how the original call came into the dispatch center. I.e. Rescue, other, public hazard.\*\***



# THE PLANNING PROCESS

## Key Inputs

The South-West Oxford Fire & Emergency Services Strategic Plan was developed by a working group of 10 members—including Officers, Firefighters, Council Members, and public representatives—that met regularly between October 2013 and March 2015.

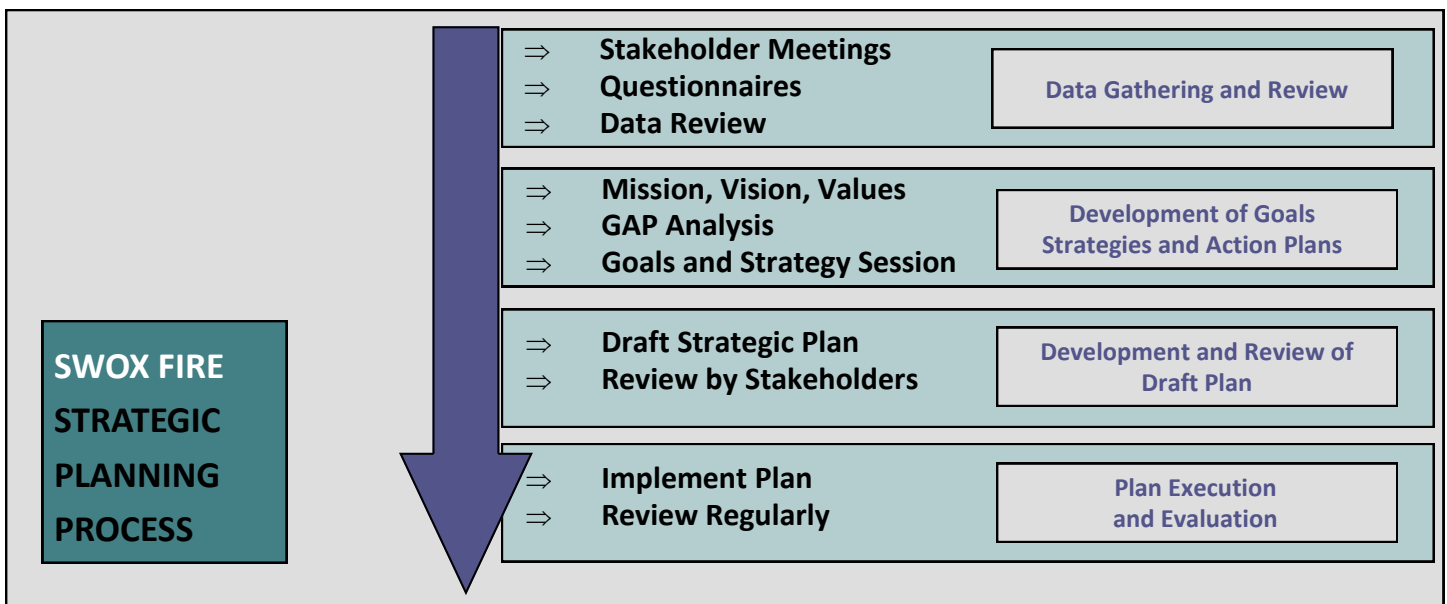
During the early phases of the process, all of the departmental employees were encouraged to provide input through a questionnaire about all aspects of the department. The committee members were also encouraged regularly to provide input into key areas and add expertise to the discussion. The cooperation and input from the internal stakeholders was a key to this process.

Input from external stakeholders was also vital to the planning process as well. The public committee members were encouraged to give their open and honest point of view and to ask members of their communities for insight. Through the strategic planning process, it became evident that there are some levels of disconnect between what we do as a service and what the public perception of which services we provide.

The information gathered from internal and external stakeholders was then used to conduct a GAP analysis where the department's strengths, weaknesses, areas of improvement, and potential challenges were identified. The purpose of the GAP analysis is to provide an open and honest assessment of an organization's positive and negative aspects. It also serves as a benchmarking tool for evaluating the department's success in achieving stated goals and objectives.

Evaluating performance according to these identified benchmarks is one of the final stages of the strategic planning process. In fact, the plan is only useful for so long, as it achieves the desired results, and the only way to know if those results have been achieved is through periodic examination and performance measurement.

Strategic plans are most effective when treated of as living documents, where the planning process is never actually finished, but become subject to revisions as circumstances change and new challenges emerge. Review of the South-West Oxford Fire & Emergency Services Strategic Plan will be ongoing and occur formally on an annual basis as explained later in this document.





## Challenges

Through employee questionnaire's, the committee meetings and a thorough gap analysis, the committee was able to identify key internal and external challenges currently facing the South-West Oxford Fire & Emergency Services. Acknowledging these challenges and developing ways to manage them is one of the many benefits of going through a strategic planning process.

### Internal Challenges

#### **Standard based operations**

Through the gap analysis process, it became evident that our department does not currently run our operation based on the standards that are recognized as the industries best practice. Whether it be equipment and apparatus purchases, maintenance schedules, training requirements, and policy design the department must ensure that the related and accepted standards are considered and adhered to in all aspects of our department's operation.



#### **Operational training**

A critical component of ensuring a skilled and safe emergency force is job specific training. Since The South-West Oxford Fire & Emergency Services provide a broad range of emergency and non-emergency services, delivering all of the training required by the province and industry standards can be challenging. The gap analysis indicates areas where the department should prioritize types of training and emphasize position specific training requirements.

#### **Equipment & Resources**

Another key challenge that was recognized through the gap analysis process was the aging equipment and lack of planning for replacement of equipment. The current process of reserves and capital planning has not reflected the

proper replacement cycle or life span of equipment. The department has implemented a strong capital plan for 2015 which incorporates reserve planning to ensure that we are starting down the path of equipment & resource replacement planning.



## Challenges

### External Challenges

#### **Financial Constraints**

Many Ontario Municipalities have experienced the effects of increased costs and decreased provincial funding. Communities require around the clock emergency services, but funding for these services must compete with other mandatory municipal service standards and financing needs. The fire department has to find ways to leverage existing resources and work within its existing budget. Proper planning and exploration of revenue streams will play an important role in these difficult budget times.



#### **Changing Dynamic of Call Structure**

Investment in modern fire and building codes, as well as an emphasis on fire prevention and education, have changed the nature of a firefighter's job. Eighty percent of the department's calls are now for non-fire related emergencies and a growing number of calls are for non-emergencies. Non-emergency calls can fall into such grouping as Carbon Monoxide or Fire Alarm false calls, medical calls where resources are not needed, Public Hazard calls that are non-emergent, and emergency calls that are cancelled enroute. Twenty percent of the fire department's total number of yearly responses are currently non-emergencies. Responding to non-emergencies means that valuable emergency resources are being used for non-emergency needs, and in turn may impact the ability to respond to real emergencies and have a detrimental impact on the annual budget.



#### **Provincial and Industry Based Changes**

The fire service in Ontario has seen many changes that have come into play over the last few years that impact all departments throughout the Province. These changes have included: the switch

from Ontario based standards to the internationally recognized National Fire Protection Association Standards (NFPA), the newly acquired Ontario Fire Marshal requirements for vulnerable occupancies that require additional amounts of time and resources to preform mandatory inspections and fire drills; the changes to the mutual aid structure; and the combination of the Ontario Fire Marshal's Office and Emergency Management of Ontario. These changes are large barriers that municipalities must comply with for the benefit of the department and to reduce liability of the Township



# MISSION, VISION AND VALUES

All South-West Oxford Fire & Emergency Services employees are guided by the mission, vision and values of the organization. The mission is the core purpose for why the South-West Oxford Fire & Emergency Services exists. The vision is the description for where the department strives to be in the future, and is meant to inspire and motivate. Values are the guiding principles for the organization, and are the essential and enduring principals.

## MISSION

The mission of the South-West Oxford Fire & Emergency Services is to save lives and protect property through emergency services, fire and rescue response, and fire prevention. We aim to be a leader in the development and delivery of fire and emergency services for the growth and well being of our community.

## VISION

The South-West Oxford Fire & Emergency Services: a leader in responding to and preventing emergencies with a commitment to excellence and teamwork.

## VALUES

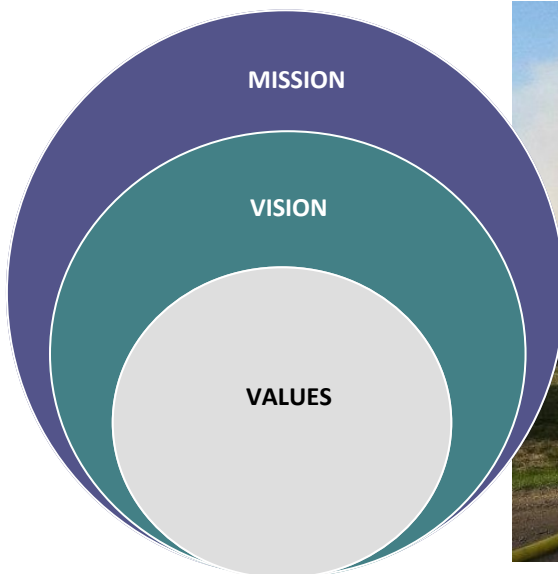
**INTEGRITY**— We are honest, trustworthy and accountable. Honour guides our actions.

**TEAMWORK**—We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals.

**COMPASSION**—Caring is part of our job. We could not do what we do without deep and motivating empathy for those we serve.

**COURAGE**—We show fortitude and determination in a crisis.

**DIVERSITY**—We respect the different identities, experiences, and perspectives of those that we work with and the community we serve.





# GOALS, STRATEGIES AND ACTION STEPS

## STRATEGIC PLAN FRAMEWORK

The South-West Oxford Fire & Emergency Services Strategic Plan revolves around five goal areas. Each goal is supported by and accomplished through a series of high level strategies and more specific action steps. In the context of this strategic plan, goals are defined as overarching visionary statements that guide the future direction of the department. The strategies listed beneath each goal outline a plan of action for achieving the goal. Below each strategy is a set of action steps which are concrete, specific tasks designed to help implement the strategy and ultimately reach the stated goal.

The parameters used by the strategic planning committee in the development of these goals, strategies and action steps, included the requirements that they be:

- **Aligned with the department's overall needs** -The five stated goals must align with the overall needs of the department and assist with moving the organization forward.
- **Achievable** -The goals must be practical and focused so that they can be accomplished within the timeframe of this strategic plan.
- **Built on Consensus** - A Majority agreement among the committee members, which include employees representatives, council representatives and public representatives.
- **Measurable** - Each goal area and the accompanying strategies and action steps must be measurable, so it is possible to objectively determine whether the goal is being achieved.

Due to the intentionally ambitious nature of the plan, the goals and strategies may need to be accomplished in phases over a period of time. Goals and strategies will be re-evaluated on an annual basis as part of an overall review of the plan. As the external and internal environment in which the department operates changes, the strategic plan should remain a map for the department's future.

### STRATEGIC GOALS

*The following goals, strategies and action steps are equally important and are not listed in order of priority.*

#### EMPLOYEE DEVELOPMENT

Create an employee development program to give employees and supervisors tools for improvement.

#### HEALTH AND SAFETY

Provide for the health and safety of all South-West Oxford Fire & Emergency Service's employees.

#### COMMUNITY EDUCATION

Create a public education program to inform the community and strengthen department services.

#### RESOURCE MANAGEMENT

Maintain quality equipment, apparatus, facilities and technology to meet the needs of the department.

#### ORGANIZATIONAL STRUCTURE

Enhance the organizational structure within the department.

*\*\* Some action items may fall into multiple strategies and therefore will be entered multiple times\*\**

# GOAL: EMPLOYEE DEVELOPMENT

*Create an employee development program to give employees and supervisors tools for improvement*

## **STRATEGY 1:**

Develop comprehensive training standards for all job descriptions for all department employees.

### **ACTION STEPS**

1. Identify and prioritize training requirements
2. Train all members to the NFPA 472 Hazardous Materials Operations Level
3. Ensure all 1st class firefighters to NFPA 1006 Chapter 10 Level 1 (Basic Auto Extrication)
4. Train all Officers to the Basic Emergency Management Level through Emergency Management Ontario

## **STRATEGY 2:**

Deliver training that is effective, efficient, accessible, and meets all necessary requirements.

### **ACTION STEPS**

1. Create standard operating guidelines (SOG's) and systems to ensure that full lesson plans, training records, and safety plans are developed for every training night to ensure compliance and safety.
2. Purchase a full NFPA 1001 Instructor package, to ensure proper training presentation and compliance.
3. Equip all stations with audio visual equipment to allow for proper training.
4. Investigate the ability to have a private log in training portal where members could access training materials, standard operational guidelines, updates etc.

## **STRATEGY 3:**

Invest in the educational development of all employees

### **ACTION STEPS**

1. Make funding available (up to a set amount) for each member to take on specialty or an extra training session annually (based on services provided by the Township).
2. Purchase a full NFPA 1001 Instructor package to ensure proper training presentation and compliance.
3. Train a minimum of 3 members in the field of Train Rescue & Operations and once these 3 members are proficient in the material have them deliver the training to the remaining members up to the basic level.
4. Train a minimum of 3 members to the NFPA 1003 Aircraft firefighting standard and once these 3 members are proficient in the material have them deliver the training to the remaining members up to the basic level.
5. Train one Officer in each station to NFPA 1033 Fire Investigator Standard.



# GOAL: HEALTH & SAFETY

*Provide for the health and safety of all South-West Oxford Fire & Emergency Services employees.*

## **STRATEGY 1:**

Enhance equipment testing, and maintenance policies to improve safety

### **ACTION STEPS**

1. Ensure that all fire apparatus and related equipment have a strict testing and annual maintenance schedule in order to meet the standards and that any repairs are rectified immediately.
2. Put a strict FIT testing policy in place for self contained breathing apparatus (SCBA) use for all members.
3. Develop SOG's related to testing and maintenance schedules for equipment.

## **STRATEGY 2:**

Investment in resources to improve health and safety

### **ACTION STEPS**

1. Ensure That the purchase of a committed bunker gear washing machine be included into Capital Planning.
2. Implement replacement policies for all equipment and apparatus to ensure compliance with the standards.
3. Establish policies and systems to ensure full lesson plans, training records, and safety plans are set out for every training night to ensure compliance and safety standards.





# GOAL: COMMUNITY EDUCATION

*Create a public education program to inform the community and strengthen departmental services.*

## **STRATEGY 1:**

Develop systems to inform the community of fire safety and departmental messages.

### **ACTION STEPS**

1. Research and find ways to affectively promote the department and publicize the services provided.
2. Create methods to improve public education— ie. newsletters, meetings, website, social media etc.
3. Create a senior specific fire safety presentation to deliver throughout the community.

## **STRATEGY 2:**

Create systems to ensure continuity of messages being delivered throughout the Township.

### **ACTION STEPS**

1. Create an SOG for documented residential smoke alarm program to be implemented within the Township.
2. Create a general level education awareness session for all members of the fire department to deliver fire safety messages within the Township.

## **STRATEGY 3:**

Invest in the growth and development of our public education programs within the department.

### **ACTION STEPS**

1. Create a committee to meet to review public education, community growth, and other changes that could affect public education.
2. Provide the necessary staffing hours to keep the website and social media pages current and responsive to the changing needs of the department and community and ensure that the fire department is working towards the 1st line of defense (public education).
3. Ensure that there are 3 members within the department that are trained in *The Arson Prevention Program for Children* (TAPP-C).



# GOAL: RESOURCE MANAGEMENT

*Maintain quality equipment, apparatus, facilities and technology to meet the needs of the department.*

## **STRATEGY 1:**

Plan for long term asset sustainability

### **ACTION STEPS**

1. Restructure the capital plan based on lifespan of equipment to give an overall blueprint for equipment replacement and to ensure reserve availability.
2. Create a replacement program based on service life of equipment to ensure that all equipment is in top condition.
3. Ensure that the replacement program for equipment is based on industry standards.
4. Utilize a fleet management program based on NFPA 1911 and Fire Underwriters survey for apparatus replacement.
5. Move the responsibility of emergency vehicle specifications and purchasing to the Fire Chief as primary responsibility while consulting with fleet for maintenance capabilities.

## **STRATEGY 2:**

Create processes to move towards equipment unification throughout the Township

### **ACTION STEPS**

1. Move towards all air monitoring equipment to be MSA Altair 4 units.
2. Replace equipment based on life span rather than repairing on an ongoing basis.
3. Ensure 1 station has SCBA replaced each year for 3 years.
4. Purchase 3 additional thermal imaging cameras and move towards 2 camera's per station.

## **STRATEGY 3:**

Invest in the future direction of the department

### **ACTION STEPS**

1. Replace apparatus & equipment for the life span of the equipment and not for current day.
2. Replace facilities so that they are built for the life span of the facility and not for current day.
3. Purchase a stationary air compressor unit for the department and include into capital planning.
4. Purchase a support vehicle for the department, to be included into capital planning.
5. That the purchase of a committed bunker gear washing machine be included into Capital Planning.
6. Review and revisit future needs of the department (ie. all terrain vehicle, alternative equipment etc.).



# GOAL: ORGANIZATIONAL STRUCTURE

*Enhance the organizational structure within the department.*

## **STRATEGY 1:**

Improve the applicable documentation to enhance the organizational structure of the department.

### **ACTION STEPS**

1. Develop a complete set of Standard Operating Guidelines (SOG's) for the department that take standards, health & safety, industry best practices, occupational health & safety and any other applicable documents into consideration.
2. Review and revise the current establishing and regulating by-law to ensure that it reflect and gives direction to the current actions and organizational structure of the South-West Oxford Fire & Emergency Services.

## **STRATEGY 2:**

Clearly define the disciplines that are performed within the fire & emergency services department.

### **ACTION STEPS**

1. Ensure that the revision of the Establishing and Regulating By-Law clearly states the actions that the fire & emergency services department perform.
2. Establish automatic aid agreements with neighbouring municipalities to perform the disciplines that we will not be performing.
3. Ensure that training and job descriptions reflect the revisions to the Establishing and Regulating By-Law.

## **STRATEGY 3:**

Move the department towards a standard based operating system.

### **ACTION STEPS**

1. Utilize a dispatching service that is NFPA compliant.
2. Ensure that training of all members follows the NFPA standards in all disciplines.
3. Ensure that the maintenance and replacement programs of equipment and apparatus are based on the applicable standards.

## **STRATEGY 4:**

Conduct periodic reviews and evaluation of the current needs within the organization.

### **ACTION STEPS**

1. Review the need for technical rescue teams within the Township (ie. Water & Ice rescue).
2. Review the need and costing to introduce a Training Officer and Fire Prevention Officer into the organizational chart.
3. Review the needs and operational capabilities within the department, continuously.



## *Implementation Process*

To hold the South-West Oxford Fire & Emergency Services accountable to deliver on the Strategic Plan, the Fire Chief will call upon all South-West Oxford Fire & Emergency Service Officers to oversee its implementation. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, the Officers hope to demonstrate the kind of accountability our employees, committee members and the public expect from the South-West Oxford Fire & Emergency Services.

## *NEXT STEPS*

All of our programs require resources, and consideration of the goal areas will need to be incorporated into the budget process as a guide for how limited resources are allocated. With that in mind, the South-West Oxford Fire & Emergency Services will take the following specific actions to implement this plan:

1. The Fire Chief will ultimately have the responsibility to ensure accountability in monitoring the plan and the plan's implementation.
  - a) The Fire Chief will assign certain aspects of the Strategic Plan to the Officers within the department to ensure that certain progress is being made.
  - b) Officer meetings will include regular progress reports on the plan. Progress reports will include acknowledgement of any problems that may arise and a willingness on the part of the leadership to help resolve those problems.
2. South-West Oxford Fire & Emergency Services Leadership will clearly show a commitment to the plan's implementation.
3. All members will receive information updates about the progress of the plan and how it relates to any changes and operational decisions.
4. The Strategic Planning Committee core working group will meet again 1 year from the approval of the Strategic Plan. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.
5. Along with ongoing review, the plan will be formally reviewed annually.



# APPENDIX - COMMITTEE MEMBERS

## *Strategic Planning Committee*

Jeff Allison, Committee Chair, Firefighter Station 3

Charlotte Cuthbert, Community Member

Ian MacKenzie, Community Member

Gerry Mitchell, Councillor Ward 6

Randy Silverthorne, Community Member

Ken Van Assledonk, Firefighter Station 2

Anne Vanhoucke, Councillor Ward 1

Jeff VanRybroeck, Fire Chief/ CEMC

Mike Verboom, District Chief Station 1



## *Support Roles and Information Providers*

Deb Barnes, Administrative Assistant

Dwayne Daniel, Chief Building Official

Bill Freeman, Works Superintendent

Mary Ellen Greb, Chief Administrative Officer

Diane Larder, Treasurer

David Mayberry, Mayor

Lisa VanderWallen, Clerk

Marg Weilland, Administrative Assistant

# APPENDIX - REFERENCE MATERIALS

## *Reference and supporting documentation*

- By-Law No. 42-2011 Being a by-law of the corporation of the Township of South-West Oxford to establish and regulate a fire department.
- Fire Protection and Prevention Act
- Fire strategic planning committee meeting agendas from October 2013 - March 2015
- Fire strategic planning committee meeting minutes from October 2013 - March 2015
- Fire strategic planning committee information - Administrative Overview
- Fire strategic planning committee information - Apparatus Overview
- Fire strategic planning committee information - Communications Overview
- Fire strategic planning committee information - Council & Township Support Overview
- Fire strategic planning committee information - Equipment Overview
- Fire strategic planning committee information - Fire Prevention & Inspection Overview
- Fire strategic planning committee information - Public Education Overview
- Fire strategic planning committee information - Fire Suppression & Response Overview
- Fire strategic planning committee information - Specialty Rescue Overview
- Fire strategic planning committee information - Terms of Reference
- Fire strategic planning committee information - Training Overview
- Fire strategic planning committee information - Summary of firefighter questionnaire
- Fire strategic planning report FSP 01-2014 - Support Staff Report
- Fire strategic planning report FSP 02-2014 - Support Vehicle Report
- Fire strategic planning report FSP 03-2014 - All Terrain Vehicle Report
- Fire strategic planning report FSP 04-2014 - Air Compressor Report
- National Fire Protection Association Standards (NFPA Standards)
- South-West Oxford Fire & Emergency Services standard operating guidelines (SOGs)



## Annually/Ongoing Action Plan

	Description	Completed
1	As the sperian units fail, replace them with MSA Altair units to ensure unification of equipment throughout the Department.	
2	As pumpers are replaced, especially the ones servicing the 401, with pumpers that will seat 5-8 firefighters, to create a safer work environment by reducing the number of personal vehicles on the highway.	
3	The industry standard for design and replacement of vehicles is the NFPA 1901 standard. It is recommended that this and other related NFPA standards relating to vehicle design, replacement and refurbishing be utilized.	
4	To ensure that all fire apparatus and related equipment have a strict testing and annual maintenance schedule in order to meet the standards and that it is budgeted for any repairs to be rectified immediately.	
5	Review tiered medical calls, platoon system in place.	
6	Continue getting word out as best as we can.	
7	Based on the 2013 statistics, remain at status quo for public education.	
8	Keep status quo on Air Compressors and outsource refills.	
9	Rotate mobile radio's out with new ones rather than just make repairs and purchasing batteries on an ongoing basis.	
10	That an SOG is designed to reflect the proper use and limitations of the Air Monitoring Units.	
11	Committee to meet annually to review public education, community growth and other changes that could affect public education.	
12	Purchase 10 radio's in 2015 and 6 radio's (hand held) each year after that to ensure that they will work with the digital system.	

# APPENDIX - ACTION PLAN

2015

	Description	Completed
1	Emergency vehicles specs and purchasing responsibility to be moved to the Fire Chief as primary responsibility while consulting with fleet for maintenance capabilities.	
2	That a fleet management program be utilized for future planning and that it be set out in Capital Planning that all fire apparatus is replaced on a 20 year cycle as per guidelines under NFPA 911 and Fire Underwriters Survey.	
3	Put an Automatic Aid agreement in place for water/ice rescue.	
4	Change E & R By-Law to approve Public Assistance as we are currently being called for this.	
5	Develop SOG's	
6	Implement an Automatic Aid agreement for High Angle Rescue.	
7	Make it a priority to create a Standard Operating Guide (SOG) for documented residential smoke alarm program to be implemented as soon as possible.	
8	That the capital plan be changed to include the purchase of 36-42 45-minute (4500psi) SCBA and 108-126 bottles, 70 masks and 3 60-minute RIT kits.	
9	That a strict FIT Testing policy be put in place within the Township for SCBA's.	
10	That AED's become part of the capital planning process for equipment replacement.	
11	That the Township sticks to a strict 10 year policy on all bunker gear including boots, helmets, bunker pants, bunker coats, etc.	
12	Restructure the Capital Plan based on lifespan of equipment to give an overall blueprint for other motorized equipment replacement.	
13	That a policy and systems be put in place to ensure full lesson plans, training records, and safety plans are set out for every training night to ensure compliance	
14	Develop SOG's to lay out what tasks are performed in relation to Hazardous Materials and what tasks are not.	
15	Modify By-Law to state that we do not do vertical silo rescues.	
16	Need a public education form – newsletters, meetings, social media, etc.	

# APPENDIX - ACTION PLAN

2016 - 2020

	Description	Completed
1	Revisit High Angle Rescue.	
2	Support Vehicle.	
3	Create a seniors specific awareness session.	
4	Institute a program whereby the fire hose inventory is pressure tested to the rated pressure of the hose on an annual basis and further, that each length be clearly marked as to its' test date & logged for proper records.	
5	That a replacement program be put in place based on service life for the fire hose in order to ensure that all front line fire hose is in top condition.	
6	Provide the necessary staffing hours to keep the website & social media pages current and responsive to the changing needs of the department and community and ensure that we are working towards the 1 <sup>st</sup> line of defense (public education).	
7	That the purchase of a committed bunker gear washing machine become part of the process for the new Station 3 construction in order to eliminate the need for travel to Tillsonburg or Bayham.	
8	All stations be equipped with Audio Visual Equipment to allow for proper training.	
9	That bays are large enough to fit multi-purpose trucks and an apparatus per bay layout be included in the plans for the replacement of Station 3 (3 -4 bays).	
10	Have a stationary Air Compressor unit – possibly in Station # 2.	
11	Purchase 3 additional thermal imaging cameras and the existing cameras continue to be serviced and become part of the RIT operations. As the original 3 cameras become unserviceable they be replaced to keep the inventory at 6 cameras (2 per station).	
12	Purchase a full NFPA instructor package at a cost of approximately \$7,500. To ensure proper training presentation and compliance.	
13	Funding be made available (up to a set amount) for each member of the department to take one specialty or extra training session annually (based on services provided by Township).	
14	Train all members to Core Operations Level.	
15	That a new minimum for all 1 <sup>st</sup> class firefighters be trained to NFPA Auto Extrication Technician level.	
16	All managers be trained to the Basic Emergency Management Level.	
17	2 certified members for TAPP-C are acceptable, but ideally a 3 <sup>rd</sup> certified member would be ideal.	
18.	Create a general level education awareness session for all members to deliver fire messages for public education.	
19	Use a dispatching service that is NFPA compliant.	
20	Investigate the ability to have a private log in training portals on SWOX web site where fire fighters could access training materials, standard operation procedures, etc.	



# APPENDIX - ACTION PLAN

## 2021 – 2025

1	Implement training for Water & Ice Rescue.	
2	Train 1 officer in each station to NFPA 1033 level.	
3	Change E & R By-Law	
4	Have a minimum of 3 members trained to instructors in the field of Train Rescue & Operations and become proficient enough to teach the remaining members to basics level.	
5	Have a minimum of 3 members trained to NFPA 1003 Aircraft firefighting level and become proficient enough to teach the remaining members to the basics level.	

## 2026 - 2030

1	Revisit All Terrain Vehicle Report.	
2	The Fire Chief proceeds with a study to look at the cost of introducing a Training Officer and Fire Prevention Officer into our organizational chart.	
3	All bunker pants and coats be put on a 6 year rotation to ensure that all firefighters have a spare set to combat times when gear is soiled or need to be sent away for repairs.	