

FIRE MASTER PLAN



OROMOCTO FIRE SERVICE

2024 - 2034

DRAFT REPORT

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EXECUTIVE SUMMARY

The Town of Oromocto Fire Master Plan provides an overview of its Fire Services and key recommendations to continue moving forward to meet community needs for the short term, midterm, and long-range. It acts as a companion report to the Fire Service Review report completed in 2023.

This report identifies several areas for improvement, including the need for a new Fire Station One and the expansion of the existing Fire Station Two.

It also highlights the importance of updating the Fire Chief's job description and implementing a succession planning process.

The Fire Master Plan provides a Level of Service Policy proposal for Council and Administration's consideration. It includes recommendations for extended services, such as Aerial Operations, High-rise Building Firefighting, Technical Rescue, Wilderness Search and Rescue, and Surface Water Rescue.

It emphasizes the need for effective response capabilities, training, and collaboration with neighbouring municipalities.

When working with strong fire services and administration like the Oromocto Fire Service, there are great opportunities to challenge its growth and facilitate higher-level change, moving the department to achieve best in class excellence in the Fire Service.

With that in mind, this Fire Master Plan also emphasizes the importance of leadership development, mentorship programs, and implementing a quality management plan to ensure high-quality services. Overall, the Fire Master Plan provides insights and recommendations for enhancing the fire service in Oromocto well into the future.

Recommendations are identified throughout the Fire Master Plan in red blocks, with implementation timelines noted beside them.

**Immediate
(2024)**



**Short Term
(2025-2026)**



**Mid-Term
(2027-2030)**



**Long Term
(2030 - 2034)**



Ongoing





Fire Master Plan

The Dromocto Fire Master Plan outlines the strategic vision and key activities for the Dromocto Fire Service over the next decade. As the department grows and modernizes, it will focus on enhancing emergency response capabilities, investing in advanced firefighting technologies, and improving infrastructure. This comprehensive approach aims to build a resilient and adaptable fire service prepared to meet the evolving needs of the Dromocto community.



LEVEL OF SERVICE

Level of Service (LOS) is described as the specific services determined by Council to be provided by the Oromocto Fire Department (OFD). The recommendation for these services follows a risk and hazard assessment of the community and response area in consultation with the fire service administration.

From a political perspective, defining a LOS engages Council in risk mitigation and community risk reduction processes. It allows Council to be informed regarding many of the requirements and resources needed to deliver the desired level of fire and rescue services to the community. Establishing the LOS within a policy or bylaw formalizes the process that allows the Fire Chief, their administration and fire service staff to establish operational processes to ensure that all the services identified in the LOS document are delivered and meet the expectations of Council and residents.

Operational and capital budgets can be more easily controlled and determined because service provision is consistent, and the resources required to maintain services are clearly defined and identified. This leads to fiscal stability and sustainability in fire, rescue, and emergency services.

Consideration of response demand zones is required when determining specific response needs and protocols. Fire demand zones may cause some

confusion. Some refer to fire response demand zones as districts or areas where the fire service responds, typically defined as having geographic borders. However, the demand zones this Master Plan refers to are types of development as urban, suburban, rural or remote, as described in NFPA 1720. Urban and suburban areas have some form of readily available water supply (municipal hydrant grid system) suitable or designed for structural fire suppression. Rural and remote demand zones are those in less densely populated areas without permanent or accessible firefighting water supply. The OFD deals with all four demand zones, but most of their response involves suburban and rural demand zones.

Response by the OFD into the former Local Service District (LSD) of Lincoln may result in travel distances of approximately 12-14 km and travel time of 12 to 14 minutes. This area is rural residential with acreages, commercial occupancies and larger subdivisions along Route 102. Providing service to multiple response zones increases the complexity of service

provision and affects apparatus, equipment, and staffing needs. Residents of Lincoln should expect the same exceptional service provided by the OFD, but distance and travel time will increase response times. Table 1 below indicates industry standard response expectations for the different demand zones as per the NFPA standard.

Understanding the relationship between the OFD capacity and capability and NFPA 1720 is essential in managing subsequent response expectations. To meet the standard, three crucial criteria need to be met:

1. The need to arrive on scene within a **prescribed time limit**.
2. The need to ensure **adequate staffing** arrives within a prescribed time limit.
3. The expectation to **meet the above between 80 -90 percent** of the time

The most critical and challenging of the criteria is the staffing component. The OFD, like most fire services across the country, needs help with the availability of adequate staffing. Generally speaking, regardless of the demand zone, fire services need help to adequately staff response to core services such as fire suppression operations (structure fires) or extended (specialty) services such as motor vehicle collisions and water rescue. Inadequately staffed response compromises service provision and the safety of first responders and persons needing rescue.

The only true method of achieving designed or desired standardized staffing levels without fiscal challenges is through mutual or automatic aid and regional cooperation, collaboration, and interoperability.

The current service level offering by the OFD will meet the needs of the community for the next ten years.

Table 1 National Fire Protection Association (NFPA) 1720 4.3.2 Staffing and Response Time

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b	Response Time (minutes) ^c	Meets Objective (%)
Urban area	>1000 people/mi ² (2.6 km ²)	15	9	90
Suburban area	500–1000 people/mi ² (2.6 km ²)	10	10	80
Rural area	<500 people/mi ² (2.6 km ²)	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

^aA jurisdiction can have more than one demand zone.
^bMinimum staffing includes members responding from the AHJ's department and automatic aid
^cResponse time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

LEVEL OF SERVICE RECOMMENDATION(S)



1. That Council support the OFD administration to establish and enhance true mutual or automatic aid agreements with all identified mutual aid partners, particularly with key municipal neighbours, including the City of Fredericton and CFB Gagetown.



2. Council consider the risks within the community and, through guidance with the Fire Chief, and Senior Administration, adopt a Level of Service Policy.



3. Verify that adequate funding is available to achieve the newly adopted Level of Service Policy specific to additional training, equipment and maintenance.



ACTIVE INCIDENT

TOWN OF OROMOCTO LEVEL OF SERVICE POLICY

POLICY STATEMENT:

To manage identified hazards and risks within the borders of the Town of Oromocto and provide direction on the specific level of services needed to reduce and mitigate these risks, this policy should increase the safety of the town's residents and beyond. This policy promotes community risk reduction and supports protecting life, property, and the environment.

Notwithstanding anything contained within these Level of Service guidelines, the Town of Oromocto cannot guarantee a response or a specific response time for any incident or location due to the nature of the Composite Fire Service. The Town of Oromocto Fire Department may need more time to respond or may be delayed in its response. As a result, Town residents may have to wait for other Fire Departments to arrive at any particular location.

PURPOSE & SCOPE:

This policy applies to the Town of Oromocto Fire Services and all fire department members who deliver fire service within the municipal boundaries of the Town of Oromocto. The scope is to create a foundation of core services to direct fire and emergency services strategic planning, including training requirements, staffing levels, apparatus requirements, response protocols, fire department operations and the overall provision of service.

IDENTIFICATION OF SERVICE DELIVERY:

Response Levels & Minimum Staffing

- a) **Awareness level:** Firefighters will recognize risks and hazards, secure the area, and call for trained assistance.
- b) **Operations level:** Firefighters will take defensive action to contain and control the incident and seek assistance from outside agencies equipped to mitigate the incident. Operations depend on adequate staffing levels to provide an effective response force (ERF).
- c) **Technician level:** Firefighters will initiate offensive action to bring the incident under control and to an end. This depends on adequate staffing levels to provide an effective response force.
- d) **Minimum staff** refers to the minimum number required to initiate a response without mutual or automatic aid.

OROMOCTO LEVEL OF SERVICE MATRIX

ORGANIZATIONAL SERVICES			
<i>Foundational pieces are necessary to have a Fire Department. OHS & Human Resources fall into this category.</i>			
Service	Type	General Description of Service	Comments
Orientation	Core	Initial onboarding; Human Resources; Occupational Health and Safety; Equipping new staff with the tools, equipment, apps, and PPE	Compulsory Service
OHS: 20+ Members	Core	Minimum New Brunswick OHS, Worksafe New Brunswick requirements for worksites with 20 or more workers. A formal OHS Program is required.	Compulsory Service
Fire Prevention	Core	Includes all fire prevention services: Public Education, Fire Inspections, and Fire Investigations (NFPA 1033 & 1030)	Compulsory Service Optional services may be outsourced to contractors
Team Lead	Core	Development of senior staff and Officers; Leadership; Safety; Critical thinking and decision-making skills; Administration & record keeping; Operational standard NFPA 1021	Compulsory Service NFPA 1500
Municipal Demand Zone(s)	Core	The town of Oromocto includes multiple demand zones for response within its borders, including urban, suburban, rural, and remote demand zones.	Compulsory Service NFPA 1720 4.3.2

CORE SERVICES

The most common and essential "Core" Fire Services are offered throughout the Fire Service.

Service	Level	General Description of Service	Comments
General Firefighting	Operations	Required basic skills and training post-orientation; involves personal and team safety; all basic JPRs from NFPA 1001-L1	Compulsory Service
Apparatus & Vehicle Operations	Operations	Driver training to meet Motor Vehicle Act; operations of vehicle systems excluding pump operations; NFPA 1002.	Compulsory Service
Fire Suppression (Exterior Operations)	Technician	Training based on NFPA 1001-L1; Equivalent certification achieved through the NBCC	Compulsory Service Min staff 4
Fire Suppression (Interior Operations)	Technician	Interior Structural Fire Suppression, including operations inside burning structures by appropriately trained personnel only, Based on NFPA 1001 Level 1 & Level 2	Compulsory Service Min staff 4
Wildland - Grassland Firefighting	Technician	Training based on NFPA 1051 JPRs	Compulsory Service Min Staff 4
Dangerous Goods and HazMat	Operations	Ability to identify a Hazmat event and potential consequences; ability to ensure public safety and secure hazardous zone(s) and perform evacuation if necessary; NFPA 470	Compulsory Service Min Staff 4
Vehicle Firefighting	Technician	Identifying and training particular techniques and practices related explicitly to Vehicle fires; NFPA 1001 F1 & F2.	Compulsory Min Staff 4
Traffic Control	Technician	Essential competencies in working on roadways; providing a safe working area for all responders; traffic control and flow; NFPA 1091	Compulsory Service

Pumping Operations	Technician	Competencies related to the operation and use of fire pumps on apparatus as identified in NFPA 1002	Compulsory Service
Response to Alarms	Operations	Response to occupancies that include monitored alarms systems, CO alarms, and suspicious odours; Basic knowledge of fire alarm panel functions	Compulsory Service Min staff 4
Vehicle Extrication	Technician	Vehicle Extrication, including safe removal of trapped or pinned occupants of motor vehicle collisions using hand, air, electric, hydraulic or hydraulic-operated extrication tools	Compulsory Service Min Staff 4 NFPA 1006 8.2, 8.3

EXTENDED SERVICES

Unique services require additional expertise, training, and resources Extended service levels are decided on in consultation with the Fire Chief and administration as they will require additional training, equipment, and maintenance.

Service	Level	General Description of Service	Comments
Technical Rescue: Ice Rescue	Technician	Effecting rescue in frozen or partially frozen bodies of water	Optional Service Min Staff 4 NFPA 1006 8.2, 8.3
Technical Rescue: Rope Rescue	Operations	Rescue of victims using various rope, haul and belay systems,	Optional Service Min Staff 6
Medical Co-Response	Operations	Intermediate first aid; CPR; AED; assist EMS with support at a medical emergency that involves intervention for immediately life-threatening medical conditions	Optional Service Min Staff 2
Structural Firefighting (Low-Rise Buildings)	Technician	Structural fire suppression operations of Low-rise Buildings; NFPA 1001 F1 - F2, NFPA 13E	Optional Service Min Staff 6 Min 2 for Team Lead

			Optimal 3 for Team Lead
Large Vehicle Rescue	Technician	Rescue from Transport Tractor and other large vehicles: NFPA 1006 with additional specialized training	Optional Service Min Staff 4
Wildland Urban Interface (WUI) Fire Suppression	Awareness	Specialized equipment and training required; NFPA 1051	Optional Service Min Staff 4
Technical Rescue; Surface Water Rescue	Operations	Effecting rescue on lakes and other static bodies of water. NFPA 1006 & 1952	Optional Service Min Staff 6 May involved other agencies and their personnel
Technical Rescue; Wilderness Search and Rescue	Operations	Search, rescue, and recovery of individuals in wilderness environments; NFPA 1670	Optional Service Min 4 Staff Dependent on search area and support
Aerial Operations	Operations	Competencies related to the operation use of aerial apparatus or ladder trucks	Optional Service Min Staff 4
High-rise Building firefighting	Operations	Firefighting in structures more than three stories tall with potential for high occupancy.	Optional Service Min 6 Staff, 8 preferred

A high-level summary of the current and future Level of Service by the Oromocto Fire Department is available in Appendix B.

ORGANIZATION

SERVICES EXPLANATIONS

1. Orientation

Initial onboarding of members includes orientation to the organization's core competencies, such as Human Resources, Finance, and Occupational Health and Safety. It also involves equipping each recruit with the tools, equipment, and personal protective equipment to perform their job.

2. OHS 20+ Members

For worksites with 20 or more workers, minimum New Brunswick OHS and Worksafe New Brunswick requirements must be met. In addition, both workers and employers have legal obligations to meet or exceed the Occupational Health and Safety Act, Regulation, and Code. A formal OHS Program is required.

3. Fire Prevention Services

Includes the provision of all fire prevention services as managed in the Town of Oromocto QMP;

- Public Education
- Fire Investigation
- Fire Inspections

This is an essential part of every fire service and community safety plan. Consideration should be given to establishing long-range strategic planning in Fire Prevention services.

4. Team Lead

Officer development and training provide the skills, knowledge, understanding, and leadership required of a fire Officer to safely lead their team through assigned tasks and achieve the best outcome.

5. Municipal Demand Zones

Guided by NFPA 1720, this sets standards for staffing levels, response times, and expectation targets based on the demographics of your municipality. The Town of Oromocto is a suburban demand zone.

CORE

SERVICES EXPLANATIONS

6. General Firefighting

Firefighter initial orientation, core competency training, and skill maintenance are the required basic skills and training involving personnel and team safety; all basic Job Performance Requirements (JPRs) from NFPA 1001-L1 are applicable based on the Level of Service.

7. Apparatus & Vehicle Operations

Driver training to meet the Traffic Safety Act; safe operation of vehicle systems (excluding pump operations), including pre-trip inspections and documentation, apparatus backing, and maneuvering.

8. Structural Firefighting: Interior Operations

Interior structural firefighting will only be performed where sufficient personnel, training, equipment, and water supply are on scene to safely carry out such duties as ventilation, search and rescue, fire attack, and salvage and overhaul. The Fire Department shall operate at the **response level where the Firefighters are trained.**

9. Structural Firefighting: Exterior Operations

Fire Departments shall operate at a **Technician Level** at non-structural fires, including but not limited to vehicle fires, outbuildings, and other non-structural fires, unless there are special circumstances that exceed the Department's training, in which case the Department shall operate at the **response level for which it is trained.**

10. Wildland-Grassland Firefighting

Grassland fire suppression requires specialized apparatus, water, foam, and other equipment. The Fire Departments shall operate at a **Technician Level.**

11. Vehicle Firefighting

Fire Departments operate at a **Technician Level** and shall be able to attack a vehicle fire with an attack line and hand tools so that hazards, leaking flammable liquids, and flash fires are managed and controlled and the fire is extinguished.

CORE

SERVICES EXPLANATIONS

12. Dangerous Goods and HazMat

Firefighters will recognize the presence of hazardous materials, protect themselves and the public, secure the scene and call for assistance from higher-trained personnel. Fire Departments shall operate at an **Awareness Level** and have the knowledge and ability to contain and clean basic dangerous goods spills such as at MVCs.

13. Motor Vehicle Response

Only if the appropriate equipment and recommended number of personnel are available. Includes any or all of the following:

- Scene safety and stabilization
- Vehicle stabilization
- Extrication of patients
- Patient care of persons involved
- Landing Stars Air Ambulance
- Fire Suppression

Fire Departments shall provide motor vehicle response at a **Technician Level** if the appropriate equipment and recommended number of personnel are available. Medical First Response (MFR) on a Motor Vehicle Response scene shall be performed at an **Operations Level**.

14. Traffic Control

Traffic control shall be undertaken at a **Technician Level** in response to motor vehicle collisions for the sole purpose of traffic control. Firefighters must wear high-visibility clothing and have appropriate traffic control devices in place.

15. Pumping Operations

Trained firefighters shall perform pumping operations at a **Technician Level** to provide water supply, fire attack, and fire foam stream from a static or pressurized source. They can draft and assemble hoses, nozzles, valves, and appliances to apply rated flow in live fire incidents.

16. Vehicle Extrication

Vehicle Extrications shall be to **the Technician level**. This includes safely removing trapped or pinned occupants of motor vehicle collisions using hand, air, electric, hydraulic, or hydraulic-operated extrication tools. Fire Departments shall provide motor vehicle collision (MVC) rescue at a **Technician Level** if appropriately trained.

EXTENDED SERVICES EXPLANATIONS

17. Medical Co-Response / Medical First Response (MFR)

When Dispatch identifies the need for a Fire Department response, the Fire Department may provide a medical first response to assist outside medical agencies. In a medical emergency, the Fire Departments shall operate at an **Operations Level** no greater than basic life support at the Intermediate First Aid or Emergency Medical Responder level. Fire Departments shall not transport patients.

19. Large Vehicle Rescue

Rescue from Transport Tractor and other large vehicles provided at a **Technician Level**: NFPA 1006 with additional specialized training.

20. Wildland Urban Interface Fire Suppression

Wildland Urban Interface firefighting is a potential reality in Oromocto and will be provided at an **Awareness Level**.

18. Structural Firefighting (High Rise Buildings)

The Fire Department shall provide firefighting in structures more than three stories tall with the potential for high occupancy. Training and response shall be at a **Technician level**. Specific knowledge of high-rise procedures and internal standard operating guidelines about high-rise fire incidents, building evacuation, interpretation of information provided by fire alarm panels, working knowledge of sprinkler and standpipe systems, and operation of elevators are all required skills.

FIRE ADMINISTRATION

Fire Administration plays a pivotal role in ensuring the effective and efficient delivery of fire and emergency services to communities. Understanding the complexities and responsibilities of Fire Administration is key to developing strategies that enhance fire prevention, preparedness, and response service to the community.

ORGANIZATIONAL STRUCTURE

In the Fire Service Review completed in 2023, it was recommended to hire an additional Assistant Deputy Chief to help with the heavy administrative load. That has now been completed.

The further recommendation was to have an administrative reorganization to better facilitate the Chief's ability to have organizational oversight of the Department, setting the course for the future.

Figure 1 shows the organization that occurred after the Fire Service Review was completed. This includes a clear division of responsibilities between the Deputy Chief and Assistant Deputy Chiefs, spreading the workload between the DC and ADCs to free up the Chief for more administrative tasks and organizational oversight, allowing for a better span of control. When writing the Fire Service Review, it was obvious to TSI that the Chiefs were over-taxed, and the day-to-day operational pressures were increasing.

Prevention is one of the most important portfolios managed largely by one Chief Officer. With the addition of another Chief Officer and increased fire prevention capacity, OFD should be able to reduce the number of fires in time due to regular inspections, enforcement and public education.

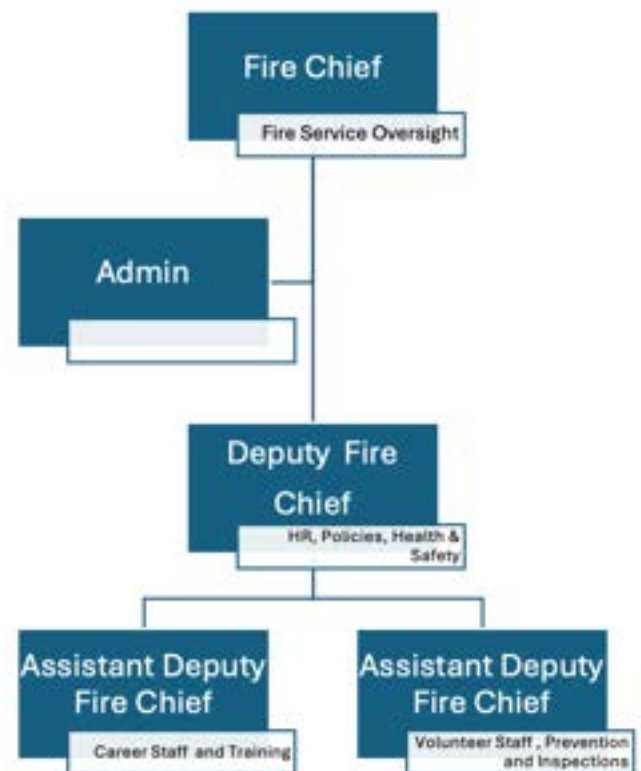


Figure 1 OFD Chief Officers Organization Chart

CHIEF OFFICERS JOB DESCRIPTIONS

Good management practice is to have solid job descriptions that are reviewed frequently and reflect the work being conducted. This also serves as a foundation for performance reviews and personal goal setting.

Several documents and papers have been published about a Fire Chiefs' responsibilities, roles, duties, and position descriptions; the Fire Chief's Position description from the Canadian Association of Fire Chiefs (CAFC) 2021 Redbook is appropriate to support the development of a modern job description for the Oromocto Fire Chief.

The current Chief meets or exceeds most of the position profile, educational qualifications, and competencies listed in the Redbook; the reason for the comparison is that much of what the current Chief does is not captured in the job description or in the listing of roles and responsibilities. To provide succession planning, one must understand the complex job details performed by the current Chief. The chart in Appendix C can be a framework for a new, more complete and complex job description for the Fire Chief.

JOB DESCRIPTION RECOMMENDATION(S)



1. *Update the Fire Chief's job description. This will ensure a smoother transition and succession planning so that when future fire chiefs are hired, there are no gaps in expectation, knowledge, ability or experience.*



2. *All job descriptions should be maintained and reviewed when the annual performance review is completed.*



LEADERSHIP & SUCCESSION PLANNING

Effective leadership is vital to effective organizational management and success. It will yield greater staff confidence and engagement while reducing overall workplace stress. Leadership should instil a purpose in staff by providing them with a clear mission, vision, and values. The organization must cultivate leadership through succession planning, mentorship, and ethics.

Exceptional leadership is not a given. It is often assumed as an attribute to a person's title. Leadership must be respected by exhibiting attributes such as integrity, positivity, effective and regular communication and the ability to manage the span of control through delegation. All leaders must model inclusivity, mutual respect and honesty. By displaying these traits, leaders set behavioural expectations for the organization. Listening as part of communication is a globally underdeveloped skill. An employee's ability to be heard cannot be discounted, nor that of a labour group. It is common in the fire service to address concerns or issues through solutions brought to administration by the rank and file.

Professional leadership development should include an understanding of human behaviour and human factors. People are who they are, and it's essential to understand how and why people act the way they do. A session on personality dimensions can be very beneficial as part of leadership development.

Leaders cannot avoid conflict. Dealing with conflict is another skill that must be taught to enhance leadership ability. Based on organizational policy, processes and methods of conflict resolution should be taught to and practiced by all staff in a supervisory or leadership position.

MENTORSHIP

Mentorship provides the means for existing leaders to teach and pass down knowledge, as well as technical and management skills to their subordinates regardless of level or rank. This ensures that future leaders step into higher positions of responsibility with the tools and skills necessary to manage their new portfolios successfully.

SUCCESSION PLANNING

Succession planning is an essential concept in human resource management that needs to be part of the organization's quality management plan or quality planning. It is based on an individual employee's initiative and desire to advance. With a promotional structure primarily based on merit and no defined retirement age, OFD management must ensure that employees interested in supervisory or administrative positions are afforded the resources necessary to complete the steps and qualify for consideration to a higher rank or apply for an administrative (Chief) position. Small fire departments are specifically vulnerable to gaps in qualified staff simply because they are staff-limited.

Dealing with an aging workforce means ensuring all staff are included in succession planning using career advancement notifications. In other words, the fire department administration identifies that two captains may retire at year's end. So, they must review personnel files to ensure the potential candidates are qualified for promotion or notify them that they have reached a threshold for promotion and should prepare themselves, utilizing supplied or outside resources, for the promotional process.

Timelines for career advancement notification may change with demographics and should be reviewed based on staff age at different levels e.g., Captain, Lieutenant. Progressive career advancement in the fire service is a proven method of maintaining qualified staff at all organizational levels. Combined with minimum staffing guidelines, recruitment programs and other human resource strategies, succession planning must be fostered as a critical focus for fire department administration.



LEADERSHIP & SUCCESSION PLANNING RECOMMENDATION(S)

1. *That OFD prioritize mentorship programs: Establish formal mentorship programs that better allow experienced leaders to pass down their knowledge and skills to their subordinates.*
2. *Strengthen succession planning efforts: Develop a robust process identifying potential candidates for promotion or administrative positions. This process should include career advancement notifications to inform employees of upcoming opportunities and provide them with the necessary resources to qualify for higher positions.*
3. *Develop a strategic plan for:*
 - consistent performance evaluations
 - developing a model to implement
 - minimum staffing guidelines, and
 - identifying current staffing needs future trends (aging workforce) and long-term growth.



QUALITY MANAGEMENT PLAN

Leadership and management go hand in hand, but management of an organization is not abstract like leadership. Management occurs by implementing various processes and activities to achieve organizational goals efficiently and effectively. While the specific methods and approaches may vary depending on the organization, quality management typically involves using or developing a Quality Management Plan (QMP).

“A QMP IS A DOCUMENT OR SET OF DOCUMENTS THAT, TOGETHER, DEFINE AN ORGANIZATION’S QUALITY GOALS, STANDARDS, PRACTICES, RESOURCES, SPECIFICATIONS, AND PROCEDURES. IT CONNECTS THE OVERALL STRATEGIC PLANS OF AN ORGANIZATION WITH ACTIONABLE STEPS FOR DESIGNING QUALITY INTO ITS DELIVERABLES AND CONFIRMING THAT CUSTOMERS RECEIVE THE QUALITY [SERVICE] THAT IS INTENDED.” (ACQNOTES)

By developing and implementing a quality management plan that addresses these components, the OFD can enhance their ability to deliver high-quality services and consistently achieve desired outcomes.

All the administrative requirements of the fire service, from staffing, logistics (apparatus, equipment, uniforms), training, prevention, and safety should be managed using a quality management plan (QMP). This QMP serves as the foundation for the organization's quality management and related projects and services. It will also

ensure it meets the designed or required standards and expectations.

The components of a quality management plan may address the following challenges to merge different staff classifications.

Composite fire departments nationwide need help to merge career and volunteer labour groups to form cohesive teams. The belief of organized labour and its overwhelming concern that job loss will result from allowing a volunteer labour to enhance the organization's workforce is greatly exaggerated and unfounded. The reality is that all but the largest of municipalities cannot sustain an appropriately staffed full-time fire service workforce. It would be too expensive. This has resulted in the creation of the composite fire service. The common problem with most composite fire services is the clear division of the labour force that leads to cultural animosity between the two labour groups. Full-time unionized career staff believe they are superior and consider volunteer staff inferior and less worthy. In extreme cases, volunteers think they are inferior and must be subordinate to career firefighters. **Nothing could be farther from the truth.**

All parties need to understand that firefighting is a labour-intensive occupation. Appropriate staffing is required to provide full-service technical-level operations to achieve fire ground safety expectations and the best possible outcomes. A four-person crew can initiate a response. However, they will need a supporting cast to complete the critical tasks required to provide fire suppression and mitigate an expected low-

hazard single-family occupancy. This support may come from volunteer firefighters, the callback of career firefighters or a combination of both. **To offer effective service, career and volunteer firefighters need each other.**

What is more perplexing is that, within this brotherhood and sisterhood, why would there be a need for less-than-ethical behaviour? All firefighters are trained to the same standard, whether career or volunteer and are therefore equal in all things related to operations and service provision. **Firefighters are all on the same team and have the same goals.**

OFD leadership must consistently reinforce a robust cultural mindset based on equality, mutual respect, and ethical behaviour to create effective working relationships between the different work classifications. Clearly defined and unwavering expectations on what behaviours are welcome and those that aren't are the key to establishing a cohesive and respectful culture. Stressing ethics in the workplace is critical.

Five approaches to moral behaviour and managerial decision-making are described as follows:

1. Utilitarianism

- The doctrine that actions are right if they are useful or for the benefit of a majority.

2. Rights

- An ethical action respects the rights of everyone affected by the action. Rights can be established by law, contract, morality, or expectation.

3. Justice/Fairness

- The key to moral philosophy's justice or fairness approach is to treat people equally. If that is not possible, the inequality should be fair and reasonable.

4. Common good

- The environment is a communal resource, so harming it damages interests and the welfare of the community as a whole, even if it pleases a small part of that community. The purpose of a composite fire department is to advance the common good. While individuals may find its requirements inconvenient, adhering to the ethics of the common good protects everyone.

5. Virtue

- This approach focuses on the person deciding or acting. Which decisions and actions would a virtuous person make? If others knew of the action and all the factors that led to it, what would they think of the person?

Understanding and taking account of the above approaches is the first step toward implementing ethics in the organization. The next step is to develop a system for using or applying them consistently in all actions.

Another opportunity that appears to be in practice in Oromocto is combined training. **Training the full-time and volunteer staff together is an exceptional opportunity to build positive working relationships and teamwork.** Good communication, dialogue, teamwork, and relationships are cornerstones of a successful organization. Everyone involved, from the clerical staff, firefighters, administration, and public works mechanics must feel a sense of purpose and belonging.

Included in "The Firefighter Code of Ethics" is this statement:

"NEVER HARASS, INTIMIDATE OR THREATEN FELLOW MEMBERS OF THE SERVICE OR THE PUBLIC AND STOP OR REPORT THE ACTIONS OF OTHER FIREFIGHTERS WHO ENGAGE IN SUCH BEHAVIOURS."

Introducing a steadfast and unwavering workplace culture of equality and ethics may be one tangible approach to building a cohesive team.

QUALITY MANAGEMENT PLAN RECOMMENDATION(S)



1. *That the entire staff be given training on human factors, identifying the personality types, harassment, and ethics in the workplace.*



2. *That the OFD administration develop or review any existing policy to deal with unethical behaviour and harassment in the workplace based on a zero-tolerance initiative.*



3. *Inform staff and post the "Firefighter Code of Ethics" in a common open location in each fire station.*



Quality Management Plan

A Quality Management Plan (QMP) is a set of documents that define an organization's quality objectives, standards, practices, resources, specifications, and procedures. It links an organization's strategic plans with actionable steps for embedding quality into its products and ensuring the intended level of service. Below are the key elements of a QMP for Fire Services.



PLANNING: Setting goals, defining strategies, and developing plans and procedures to achieve objectives.

- Strategic planning, operational planning, financial planning, and resource allocation
- Pre-incident planning and public education initiatives
- Response objectives, expectations and associated protocols
- Human resource management and annual training programs
- Equipment requirements and life cycle management



STRATEGIC MANAGEMENT: Analyzing the financial environment, identifying threats and opportunities and strategies for long-term sustainability.

- Budgetary planning
- Fleet maintenance and replacement strategies
- Long-term infrastructure needs
- Managing and planning for community growth projections
- Quality organizational communications



QUALITY ASSURANCE/CONTROL: Monitoring and analysis of performance compared against goals, standards and expectations.

- Recording data
- Gathering data
- Analyzing results
- Adjusting plans and processes to ensure alignment with organizational objectives and level of service
- Taking necessary corrective or innovative action when necessary



QUALITY DECISION-MAKING: Administrators must make sound decisions at various levels of the organization, from strategic choices to operational details.

- Evaluating alternatives and considering risks and benefits
- Choosing the best course of action to achieve desired outcomes
- Adaptability and use of new technology and innovation
- Deciding when change is necessary and then maintaining a firm stance on change with clear and shared reasoning



ORGANIZING: Arranging resources, people and tasks to accomplish the goals set during the Planning phase.

- Creating and maintaining organizational structures
- Establishing roles and responsibilities
- Coordinating activities and implementation of plans and policies
- Providing support systems to all staff

STAFFING

Long-term goals concerning staffing objectives should focus on achieving staffing levels that reflect industry best practices, standards and expectations that align with the community's needs. The primary source of standards for fire service staffing includes NFPA 1720. As indicated in the Fire Service Review, these standards involve mustering enough staff, referred to as an ERF (Effective Response Force), to complete fire ground critical task requirements that support core and extended services.

STAFFING MODEL

The staffing model used by the OFD consists of a composite fire service using both unionized full-time and volunteer (paid-on-call) staffing. Managing these two labour groups is a challenge. The OFD has the luxury of having two fire stations, and the staffing groups are divided between the stations. Station 1, OFD headquarters, houses the unionized full-time staff, and Station 2 is the volunteer station. Both groups are utilized to ensure staffing at incidents reflects industry best practices, and both labour groups have the same goals, although response expectations are understandably different. While each labour group is separate, they support each other operationally and form a team to provide exceptional service to the public.

Critical tasking involves gathering the necessary resources needed to accomplish required tasks. It is important to note that these standards are based on having all necessary resources available in quarters ready to respond.

Such is not the case for many fire services, including the OFD. A critical tasking review based on incident type determines the fire service's response capability. **Fire suppression critical tasks with minimum staffing requirements need 15 total human resources**, as per the following roles:

- (1) Command and Safety
- (2) Deployment and management of a primary fire attack line
- (2) Deployment and management of a fire attack backup line
- (1) Water Supply/Pump Operator
- (2) Ventilation of structure//Utilities
- (2) Laddering of structure for rescue and safety(egress)
- (2) Search and Rescue; primary and secondary
- (3) Rapid Intervention Team (RIT)

The NPFA 1720 4.3.2 standard requirement for staffing to mitigate a low-hazard single-family dwelling in an urban demand zone is 14 firefighters and one commander, for a total of 15 responders.

An example of best practices is staffing expectations by world-class fire departments, regardless of their size or organizational structure, as defined by the Commission for Fire Accreditation International (CFAI). This best practice is based on the same medium to low-hazard single-family residential structure in an urban demand zone, as noted above, which also supports a staff of 15 firefighters.

Another look at critical tasking that involves extended or specialty services may focus on the prevalent scenario of a motor vehicle collision with the entrapment of victims. Critical tasks required on initial response include a total need of 12 to 14 human resources:

- 1) Command and Safety
- (2) Support / Traffic Management
- (4) Extrication / Rescue
- (2) Patient Care and Support
- (1) Water Supply / Operator
- (2) Suppression Safety Line

These staffing numbers for initial response may seem like a dream for many fire service administrators. Fire departments are not mandated to meet these exact standards.

However, it is about the use of best practices, collaboration with neighbouring fire services, and forming a culture of continuous improvement with clear expectations and goals to ultimately reach the desired outcomes expected by the fire service, Council and residents. Set lofty goals and provide clear expectations so the Oromocto Fire Department can be world-class.

The current composite staffing model with volunteer staff supporting career firefighters is working and should continue. This is an effective strategy to ensure a timely initial response combined with effective assistance from volunteers and full-time callback staff (secondary response) that maintains the sustainability of the OFD without compromising public safety.

“THE PROCESS OF SETTING THE RESPONSE MEASURES FOR CURRENT AND FUTURE PERFORMANCE IS A MIX OF CAPABLE LEADERSHIP, INTER-ORGANIZATIONAL COOPERATION, COLLABORATIVE LABOUR RELATIONS, DATA ANALYSIS, TECHNICAL EXPERTISE, AND POLITICAL JUDGMENT.” (CFAI)

Strategic planning must be involved in maintaining desired staffing levels. It is crucial to understand how attrition and staff turnover will affect overall staffing. Trending data and engaging staff to develop recruitment and promotional plans will help maintain a knowledgeable and experienced workforce.



MINIMUM STAFFING

Expectations of staff turnover among career firefighters are much different than that for volunteer firefighters. Various strategies should be used to approach each working group. All methods used should be based on an annual analysis of existing staff involving demographics (age and age-related implications as well as years of service) combined with a review of absenteeism due to factors such as physical and mental health conditions, vacation allotment and life events. Engagement with staff through surveys and annual performance reviews will provide administration with the necessary information to implement recruitment efforts and staff retention strategies that anticipate and manage future staffing needs and maintain essential staffing levels.

The current full-time staffing model includes a staff of 22, including:

- 1 Fire Chief
- 1 Deputy Fire Chief
- 2 Assistant Deputy Fire Chiefs
- 4 Captains
- 4 Lieutenants
- 10 Firefighters
- 4 Holiday Relief Firefighters

The OFD maintains a minimum full-time staffing level of 18 full-time firefighters and 4-holiday relief firefighters on four shifts, totaling 22 staff who provide service 24/7. The OFD administration consists of four full-time Chief Officers who work regular office hours but are expected to respond to events should the need arise. This staffing level allows for an effective initial response but only provides for effectively mitigating a fire to a low-hazard single-family dwelling with

additional resources. More resources are required to support the initial response to maintain safety and provide professional service. The support is gained through a volunteer brigade, callback of full-time staff and mutual aid.

Industry best practice would require hiring enough staff to avoid costly overtime. This requires administration to build in a relief factor into the staffing model. Staffing relief factors must cover vacation time, disability pay, compensatory time off and other leaves. This ratio is normally between 1.25 and 1.33. In other words, 1.33 staff must be hired for every Full Time Equivalency (FTE) position.

OFD full-time staffing is short by 1.28 FTE positions, considering that the holiday relief firefighters already work full-time hours.

There is no surge capacity built into the staffing model, and therefore, staffing levels remain vulnerable to threats such as increased sick time, increased vacation allotment, staff reductions due to attrition, and life events such as parental leave and demographics (aging workforce). The Town can add staff now and pay them at a lower rate so vacancies can be handled seamlessly and avoid paying overtime; or, add staff later to fill vacancies and pay overtime until vacancy positions are filled. The best choice for the OFD is based on relevant data, accurate assumptions, and fiscal sustainability.

Long-term staffing projections should include increasing full-time staff to keep pace with community growth projections and align with service levels.

LONG-TERM STAFFING REQUIREMENTS

Staffing requirements over the long term (to ten years) should not change significantly. Growth in the region over the past five years has been stagnant. The population of the Town of Oromocto, including Lincoln, is 11,486. Because the town of Oromocto is coupled with CFB Gagetown, growth and population trends are difficult to predict. CFB Gagetown's mandate is to train soldiers. Canada is a member of NATO; therefore, when war erupts, a significant rise in population in the town of Oromocto may occur with increased activity on the Base.

The last census resulted in a decrease in population in both Oromocto (-1.9 % to 9045) and Lincoln (-2.1 % to 2441). Projections for growth by the Town of Oromocto into 2031 are varied and include:

Conservative Projection: **22% reduction** by 2031 to 8,906

Midrange Projection: **6% increase** by 2031 to 10,683

Aggressive Projection: **24% increase** by 20231 to 14,376

Statistically, the mid-range projection may be the most supported by data.

Assuming the same 6% growth in Lincoln would bring their population to 2,587, for a combined total population of 14,762.

Capacity and capability will be the determining factors to determine if the OFD can handle this growth. If the response area or district does not increase in size geographically, then it can be assumed that the current infrastructure should be sufficient. An increase in call volume should be expected with growth, but there is no reason why the OFD would not have the capacity to maintain intended service levels in the future.

Service levels could be significantly improved with a **full-time minimum staffing of six firefighters on shift**. This would allow the OFD to respond with a full crew of four on the engine and another crew of two on a Tender, Ladder, or Rescue.

A long-term continuous improvement strategy should include a justified and carefully planned approach to increase minimum staffing.

Staffing Recommendations:

-  1. That long-term projections include increasing full-time staff to keep pace with community growth projections and alignment with service levels.
-  2. Increase the minimum staffing of fulltime (career) firefighting staff on shift to six (6) by 2034.



VOLUNTEER STAFFING

Through consistent efforts and effective leadership, the OFD volunteer staff labour force has maintained a consistent membership of 30 to 35 staff. Combined, the two labour groups provide the OFD with a staff of 56. With steadily declining volunteerism in the fire service elsewhere, the OFD is in excellent form to provide and maintain professional service to the public.

Current efforts in volunteer firefighter recruitment and human resources are adequate, producing good results, and should continue.

Staff turnover within the volunteer ranks is a concern, but the OFD consistently maintains staffing numbers at desired levels. Therefore, it is assumed that recruitment of volunteers in the OFD is good, resulting in an overall stable labour force. The targeted number of volunteer firefighters identified by administration (30-35) is adequate. Efforts to further integrate the career and volunteer labour groups should continue and be considered necessary to promote and improve teamwork and trust between the groups.



MUTUAL AND AUTOMATIC AID

The future of fire services in Canada will be based on inter-agency collaboration and cooperation. Teaming up with neighbouring municipalities and utilizing their resources and capabilities in reciprocal agreements for response to critical incident types already exists in many jurisdictions.

The use of automatic aid and borderless response should be a consideration at the forefront of all fire service delivery models. Inter-departmental training initiatives are a great way to move forward positively and make progress on these types of initiatives.

Another common roadblock to regional collaboration is the need for dispatch and communications services to be included in automatic aid and borderless response.

Many of these initiatives take time, so modern fire services must be committed to embracing new technologies and continuous improvement.

Mutual and Automatic Aid Recommendations:

- 1. Reopen discussions with the Department of National Defense (CFB Gagetown) and the City of Fredericton to explore the possibility of incorporating automatic aid and borderless response, with the key objective being the delivery of the best possible service to residents and the public by way of striving for industry standard on-scene staffing within acceptable time limits.**



INFRASTRUCTURE

The discussions surrounding fire service infrastructure in the Town of Oromocto have occurred for the past fifteen years. The first recommendation for a new Fire Station 1 was part of a draft Fire Service Study by CGI for the Town of Oromocto in 2008. This draft study also recommended relocating Station 2 to a lower-growth area of town. Past actions to address infrastructure needs included minor renovations to Station 1 and an expansion of Station 2. Although these past initiatives may have bridged the gap for a new fire station, **it is clear that a new station to replace Station 1 is an urgent need and that a significant expansion of Station 2 is also required.**

FIRE STATIONS

As part of a five-year financial plan (2024-2028), The Town of Oromocto has identified a new fire station as a priority, which will be built starting in 2028 at an estimated cost of 12 million dollars. The Town is urged to consider the following points.

Data supports that the new fire station be at the existing location of Station 1.

However, the new fire station will have a larger footprint and may require that adjacent land be used to ensure adequate space is acquired.

The only available adjacent land is the parcel now occupied by the Library building. Building on the current site means demolishing part or all of the existing buildings, which will add significant cost to the project. Another critical cost may be the need for **temporary quarters** (fire stations for up to two years) suitable for maintaining services. The alternative is to build on a new site, but acquiring suitable land has proven difficult.

The fire station should be built to accommodate and serve the community for at least five decades. It should incorporate modern fire station technology and design specifications, including but not limited to the following:

- Space for eight heavy fire apparatus, a minimum of five bays that are deep enough for two apparatus in tandem.
- Vehicle exhaust extraction system or air exchange system
- Integrated hose tower
- An integrated two-story commercial-grade structure to include
 - Offices - Administration & Operations
 - Washroom facilities & public Washroom
 - Kitchen
 - Dorms (minimum of six)
 - Firepole (for two-story building)
 - Dedicated room for PPE with separate heating and ventilation
 - Tool crib, equipment storage
 - Equipment maintenance area
 - Air room

- Conference/training room/Classroom
- Adequate water supply to support operations
- Minimum 200-amp electrical service

The following events should occur once the project is approved and funded by Council.

- The search for a suitable temporary fire station should take place
- Select an architect with a proven track record of fire station design and construction
- The permitting process should be undertaken immediately
- A temporary fire station should be prepared; it may require minor renovations and permits
- Select a building contractor
- The process should involve the Climate Action Committee.

After a review of the current location of Station 1 and the size of the land parcel (2.5 acres), it seems likely that service provision could be maintained at the existing fire station while construction is underway. Fire service administration has made it clear that they intend to continue service from the existing fire station while the construction of the new fire station takes place. Fire services administrative offices would need to be relocated. It may also be possible to retain the existing apparatus garage as part of the new fire station or as a separate annex that could be used to store reserve apparatus and equipment.

Planning should also begin in the short term for the renovation of Station 2.

Adding apparatus floor space and a second story to provide office, meeting space, kitchen, washroom facilities, equipment and supply storage as

required. An alternative operating site is likely needed during the renovation.

Response from Station 2 while construction is ongoing will not allow the apparatus to enter or exit the building, making it impossible to respond.

Consideration should be given to using Station 3 as an interim location from which to operate. This would require temporary quarters for volunteer staff, including washroom and office facilities. The fabric Quonset used at Station 1 could be moved there as a temporary shelter for apparatus. Logistically and financially, this would be the best option if the capital budget allows.

The economic impact of further delaying or postponing construction or renovation of fire stations will also increase the costs by an estimated 10 percent per year.

Fire Station Infrastructure Recommendations:

1. **Find suitable office space for the Fire Services Administration during the construction of a new Station 1.**



2. **Planning for the renovation of Station Two should begin in the short term and be completed prior to the replacement of Station 1.**



3. **While renovations of Station Two are being completed, consideration should be given to possibly using Station 3 as an interim location from which to operate. This would require temporary quarters for volunteer staff, including washroom and office facilities.**



WATER INFRASTRUCTURE

The OFD provides fire services on First Nation lands. However, there is a lack of usable and accessible hydrants for fire protection in those neighbourhoods. When planning water projects, the Town of Oromocto should consider including the current Fire Chief in discussions with infrastructure regarding the placement of hydrants for fire protection on First Nation lands. Including the First Nations Council will be critical to moving this project forward.

Water Infrastructure Recommendations:

-  1. *The Town of Oromocto, in consultation with the Fire Chief, consider future water projects regarding the placement of hydrants for fire protection into the First Nation lands. Include the First Nations Council in consultations.*



APPARATUS & EQUIPMENT

Effective fire suppression and emergency response depend heavily on the availability and functionality of appropriate apparatus and equipment. Identifying future needs based on projected community growth and evolving fire service demands ensure that the OFD is equipped with the necessary apparatus and equipment to effectively respond to emergencies, safeguard firefighters, and protect the community. This involves not only maintaining and upgrading current resources but also planning for future acquisitions in alignment with technological advancements and regulatory standards.

APPARATUS

Currently, there are three front-line engines and one reserve engine. The three front-line engines have an average age of 12 years. Once the new engine arrives (2026), this average will be reduced to six years. Engine 3 will have been in front-line service for 19 years.

From an operational perspective, only two front-line engines are required, and with a new engine arriving in 2026, that will bring the total to 5. It is assumed that Engine 4, the 1998 Freightliner FL-80, would likely be removed from service and sent to dispersal. **With four engines to maintain, based on a 20-year service life, the OFD would need to procure one engine every five years.** More apparatus means more maintenance and more requirements for capital reserve funding to maintain inventories. Heavy apparatus requirements should align with current needs, service levels, and future growth but not exceed these requirements. The Pierce platform ladder is 25 years old,

and a decision should be made regarding when it should be replaced. Procuring such heavy apparatus with new apparatus takes 24-36 months.

The Fire Underwrite Survey (FUS) will give no credit to the OFD regarding insurance grading with the Pierce Ladder being used as a front-line apparatus after 15 years. Notwithstanding, the Ladder is a crucial component of fire suppression and public safety in the community.

Another critical piece of apparatus is Rescue 2, a 2002 Sterling L7500. Rescue 2 is 22 years old and should also be considered for replacement. There is no reserve rescue unit capable of filling Rescue 2's requirements. A reserve engine would be the most likely candidate if that situation arises. A new rescue is in the procurement process and is expected to arrive in Q4, 2026.

It is advised that the OFD establish a

strategic fire apparatus replacement policy that involves the following considerations:

- Includes all apparatus types: heavy apparatus, medium and light apparatus, UTVs, boats and trailers
- Determine the service life cycle for each apparatus category
- Determine the inventory requirements of the apparatus to align with the level of service
- Determine the specific specifications required for each type of apparatus
- Ensure apparatus types are standardized throughout the fleet (consistency)
- Ensure the apparatus can be deployed from an active fire station
- Ensure procurement of apparatus is financially feasible by use of capital equipment reserve funding.

Apparatus Recommendations:



1. ***That the OFD prioritize the replacement of the Pierce Ladder with a comparable unit to coincide with the opening of a new fire station.***



2. ***Complete an ongoing review of Engine fleet requirements and ensure that the number of Engines aligns with the level of service, capital and operational budgets.***



SCBA EQUIPMENT

There are no real service life expectations regarding SCBA in the fire service. As long as SCBA is adequately maintained and parts are available from the manufacturer; there is no reason for a defined service life expectation to be put on this equipment.

Other factors may determine the need to upgrade this type of equipment, such as improved performance, use of lightweight materials, the introduction of modern technologies (HUD & thermal imaging) and other technical advancements that decision-makers feel they would benefit from and subsequently improve safety, fire ground operations, and training. SCBA cylinders constructed using composite materials (fiberglass or carbon fibre-wrapped cylinders) should be hydro-tested every three years.

Cylinders should last at least 15 years with proper maintenance and handling, but they may last as long as 30 years. Current industry best practice indicates that most jurisdictions use the 15-year service life cycle for their SCBA, but with rising costs, choices to extend their serviceability may be explored.

The OFD maintains two Jordair SCBA Fire Kat6 compressors and two Jordair J-FFS-DF2 fill stations with integrated cascade systems.. This equipment in both stations offers redundancy and convenience, but it comes at a higher cost. The equipment is regularly serviced and tested, and replacement should only be considered if maintenance costs prove excessive or newer technology is required.

TSI suggests that the OFD establish a quality assurance program for the SCBA and associated compressor/fill stations as part of the QMP. The plan should include specific tracking (individual part and unit numbers/barcodes) and maintenance records of all individual SCBA harnesses, cylinders, and masks. It should also ensure that the respiratory code of practice is followed, including annual fit testing.

SCBA Equipment Recommendations:



1. ***That the OFD establish a quality assurance program for the SCBA and associated compressor/fill stations.***



OPERATIONS & RESPONSE

Effective operations requires that personnel are well-trained, equipment is properly maintained, and protocols are in place to handle various types of emergencies to protect life and property. Rapid and efficient response times are critical for fire and rescue and mitigating poor outcomes. Comprehensive planning and execution enhance community safety, foster public trust, and contribute to resilience

COST RECOVERY

Motor Vehicle Collision Cost Recovery

Major highways are considered provincial jurisdiction; responding to motor vehicle collisions (MVCs) on highways is a provincial responsibility downloaded to municipalities in the province. This response takes resources from the town, leaving it vulnerable to a lack of immediately available resources without compensation.

The 2023 Fire Service Review revealed that 34 percent of the OFD's total call volume involves MVCs, and 31 percent are outside the town boundary. It is assumed that most of these MVCs occur on the highways outside the town boundaries of Oromocto. Getting remuneration or cost recovery for the OFD services provided on provincial highways should be explored.

The most feasible way to accomplish this is through an organized lobby effort by the NBAFC. However, it would involve provincial networking, taking time away from normal operations for Administration.

The process would be a long-term objective; however, should municipal or local governments notice these lobby efforts as a means of cost recovery, the effort could gain significant influence.

Structure Fires Cost Recovery

While not considered standard practice, it may be advisable to have the option of a fee in Fire Bylaw 532 that would allow for firefighting cost recovery in extraordinary circumstances. In extreme unforeseen conditions, it may be necessary to receive mutual aid from outside typical mutual aid partners or from industry who may use cost recovery methods, including billing for services rendered to the municipality. In such a case, it would be prudent to have the ability to recover some or all of that cost through cost recovery measures for the portion of the mitigation that the municipality was charged for. This would not occur in the normal response to fires but in extraordinary circumstances where responses from multiple external agencies, including those outside the mutual aid agreements, are required.

WILDLAND URBAN INTERFACE RISKS

Feedback from a wildfire operations specialist from the New Brunswick Department of Natural Resources confirmed that New Brunswick could also have a wildfire risk similar to that seen across Canada. Homes are being built in urban interface areas and are on the fuel path.

The difference is that Oromocto (in this case), as in most Maritime areas, can experience heavy rain that can lock in place for days, reducing the risk of drying and overheating fuel loads. That's not to say there aren't weather risks; for example, when the wind shifts and comes from the northwest, it can be very drying, and if persistent for days, it will lead to fuel drying, increasing the fire load.

Over the years, much work has been done on fuel typing for the province to understand the specific risks in each area better. Despite all the hard work, global warming is changing our weather patterns and increasing our temperatures.

In the Maritimes, the most dangerous risk of wildfires is spring before things become green and late fall when everything becomes dormitory and is brown and drier. The good news is that things can be done by both the Oromocto Fire Department and residents at large to ensure protection should a wildfire event occur.

FireSmart New Brunswick has been working with Natural Resources Canada to compile data that assesses community-based risk and will prioritize those communities based on the identified risk. That information will enable FireSmart planning initiatives to occur, with possible funding support to roll out the FireSmart program. At the time of writing this report, that information was to be released in the following months and might be available currently.

As the climate changes and Canada continues to experience drier conditions, wildfire and wildland-urban interface threats are genuine concerns. Fire prevention resources should focus on preparation to protect property and homes susceptible to wildland fire. The best resource currently available is the FireSmart Canada initiative, which focuses on seven principles: education, vegetation management, legislation, development considerations, interagency cooperation, cross-training, and emergency planning. FireSmart is a long-term community and neighbourhood objective supported by volunteer efforts, the local fire service, and the municipal and federal governments.



OFD should consider the augmentation of wildland training, particularly wildland-urban interface (WUI) training and preparedness.

Using social media programs such as FireSmart, empowering and working with community residents affected by these threats culminates into an excellent community risk reduction initiative that is sustainable and cost-effective.

See Appendix E, which contains an example of the FireSmart information available to the community.

Collaboration with the Department of Natural Resources and New Brunswick FireSmart may lead to meaningful and pertinent wildfire and WUI training and preparedness opportunities for the OFD and community.

Wildland Urban Interface Risk Recommendations:



1. *The OFD consider the augmentation of wildland training, particularly WUI training and preparedness, to increase capability and preparedness for response to wildland-urban interface events.*



2. *Use social media and programs such as FireSmart to empower and work with community residents affected by wildfire threats.*



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RESPONSE

Fire service response must be orchestrated to be timely and effective. The public expects the OFD to arrive in full force to mitigate the incident. The consistent problem in the fire service is achieving and maintaining desired staffing levels for initial response. Planning for response includes pre-determining the following:

- Dispatch and event notification is meeting desired expectations
- Determining apparatus requirements based on event type
- Ensuring minimum staffing requirements based on event type
- SOPs are created and followed for each event type
- Staff are educated and trained in the designed response SOPs
- Staff clearly understand their responsibilities
- The staff clearly understands organizational response expectations
- Operational communications systems support response

Event types and minimum staffing requirements should be directly linked to and identified in the level of service adopted by Council and mandated by FD administration. Dispatch and response protocols (SOPs) are designed to be rigid to ensure quality assurance and consistency (no deviation from policy). Standard operating guidelines (SOGs) are flexible and allow critical thinking and adaptation when on the scene to manage unusual circumstances. The key goals of effective and timely response in a composite fire service with full-time staff in quarters ready to respond

are:

- To be en route to an event within 90 seconds of notification
- To reduce travel time by choosing the fastest route possible
- To arrive on scene with an ERF that can promptly begin fire suppression or rescue efforts or both
- Ensuring secondary or tiered responses are consistently available.

Small and medium-sized FDs may only be able to achieve these goals using true automatic aid (*FUS*; “a plan developed between two or more fire departments for immediate joint response on first alarms”) from within the FD or in collaboration with other or neighbouring fire services using reciprocal agreements. Automatic aid may be the only way to ensure adequate staffing arrives on the scene within accepted industry standards and where initial service reflects industry best practices.

Response Recommendations:

-  **1. Establish or update response protocols for each event type that are aligned with an updated LOS that reflects organizational and community expectations and is based on continuous improvement.**
- 
 **2. Once established, the response protocols and organizational expectations should be shared with all staff, using training sessions and business meetings as part of overall response system management. Further, response performance should be reviewed at regular intervals (annually) to compare past performance with current expectations.**

TRAINING

Training within the OFD has been identified as a strength of the organization. OFD administration is committed to promoting and leading training to ensure competency and professionalism are maintained. Quarterly training initiatives are part of the planning process. Training delivery is standardized and consistent, producing very good results.

Challenges remain with training on-duty career staff. Joint training is one possible solution to address this challenge.

Another challenge the OFD faces is the administration's active role in training delivery. Training in the fire service is a consistent, ongoing endeavour, and when OFD administration is involved in its planning and delivery, valuable resources in strategic management are lost to the overall administration of the fire service.

Building further capacity in the planning, execution, delivery and recording of training should be considered to ensure the training program remains sustainable, meaningful and effective in supporting staff and the LOS. The span of control for the Fire Chiefs is a significant concern.

Fire service administration cannot be expected to oversee, maintain, plan and deliver training while managing budgets and logistics such as fleet maintenance, fire prevention and inspection, fire investigations, scheduling and asset management. The goal should be to build internal training capacity within the rank and file. Providing these types of

opportunities to staff reinforces the trust between administration and staff. It also effectively empowers and engages staff while strengthening leadership and succession planning. The result is a sustainable and effective training program directed by senior management, which members deliver to the fire service. It also frees up senior management to focus on strategic goals rather than get overburdened by operational issues.

The Fire Department Training Committee, identified in Article 25 of the Collective Bargaining Agreement, could focus on initiatives to enhance the current planning and training delivery programs or processes.

Training Recommendations:

-  **1. Review the current training delivery process and determine what changes could be made to delegate training delivery more effectively using internal staffing resources (not senior management).**
-  **2. Review the Fire Department Training Committee's terms of reference and its ability and effectiveness to guide continuous improvement in overall training).**

FIRE PREVENTION

The same process identified in training could occur in fire prevention and investigation. In reality, senior fire service administrators currently maintain cyclical fire inspections of high-risk and commercial occupancies within the municipality. Again, these responsibilities could be shared among qualified members of the rank and file.

If maintaining compliance with the Office of the Fire Marshall (OFM) is a challenge in meeting expectations and certification, perhaps a long-term initiative should consider establishing a separate branch of the fire service with a dedicated FTE position in fire prevention and education.

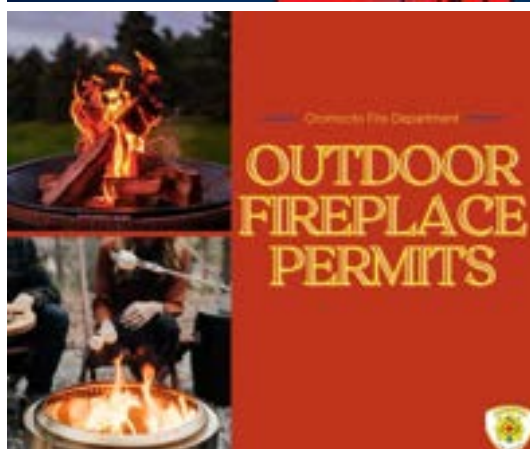
Fire Prevention Recommendations:



1. Review internal fire prevention, investigation and inspection processes to determine if delegation of some or all of the duties could be shared with the rank and file.



2. Explore long-term initiatives to develop a fire prevention branch to oversee fire prevention, education, inspections, permitting and investigations while maintaining compliance with the OFM and the NB Fire Prevention Act.



RECORDS MANAGEMENT

Records management is a critical function that ensures the systematic control of information and documentation related to fire department activities. Record management supports operational efficiency, legal compliance, and strategic planning. Efficient records management supports the preservation of institutional knowledge,

Oromocto Administration is in the process of changing record management systems (RMS) to a more affordable and effective system for managing the records of a modern fire department. This new RMS should have the ability to manage all records, including the following:

- Budget tracking
- Incident Management (including all benchmarks), ensuring it can work with the fire dispatch information
- All necessary reports, as a result, must be submitted to FIR (fire incident reporting)
- Inspections, Investigations, Public Education campaigns
- Daily logs for each shift
- Communications, including emails
- Municipal documents, including Building Permits, Bylaws, Policies
- Operational Guidelines and Procedures
- Personnel tracking
- Training
- Standby
- Compensation
- Certificate
- Shift scheduler
- Inventory of all equipment and apparatus and maintenance scheduling,
- Property inventory (Pre-Plans),
- Hydrant Information

Lastly, the system should be able to generate reports on all of the above. Supporting the utilization of this system is critical, as is access to continual training, not only for management but also for the staff who will be utilizing the system daily. A sound RMS system can significantly aid the day-to-day operations of a busy fire service and simplify the most mundane tasks. Lastly, having both the Volunteer and Full-Time firefighters access and use the same system is critical for administration.

Records Management Recommendations:



1. ***Invest in a Records Management System to manage all the documents required for the fire service.***



2. ***Ensure all fire personnel using the Records Management System are trained and have access to the system.***

REFERENCES

LEVEL OF SERVICE POLICY REFERENCES

NATIONAL FIRE PROTECTION ASSOCIATION:

- NFPA 1001, NFPA 1002, NFPA 1006, NFPA 470, NFPA 1021, NFPA 1051, NFPA 1720

NEW BRUNSWICK OCCUPATIONAL HEALTH AND SAFETY:

- New Brunswick OHS Act, Regulation & Code: <https://laws.gnb.ca/en/tdm/cs/O-0.2/>
- Workplace Health, Safety and Compensation Commission and Workers' Compensation Appeals Tribunal Act: <https://laws.gnb.ca/en/tdm/cs/W-14>
- Working together for a Safe New Brunswick, Office of the Fire Marshal Information Guide: https://www2.gnb.ca/content/dam/gnb/Departments/ps-sp/pdf/Safety_Protection/Fire-Feu/InformationGuide.pdf
- Alberta OHS Guide for Firefighting (2019): <https://open.alberta.ca/dataset/26730d34-5bae-4ed3-b044-9263c5511bb8/resource/0c585fed-73c4-4de4-9a48-a5ac0c37a496/download/lbr-fex003-ohs-guide-for-firefighting-2019.pdf>

FIRE MASTER PLAN REFERENCES

- Acqnotes: The Defense Acquisition Encyclopedia. <https://acqnotes.com/acqnote/careerfields/quality-management-plan-qmp>
- Alberta SCO – Course 100179 Module 2.6, Ethics and Ethical Behaviour: <https://safetycodescouncil.innovatia.net/topclass/media/f0066706-304b-4945-8a56-f4ecc4b8a707/scormdriver/indexAPI.html>
- CFIA: WWW.CPSE.ORG; Centre for Public Safety Excellence; (CFAI) Commission of Fire Accreditation International
- Firefighter Code of Ethics: <https://www.iafc.org/docs/default-source/1efo/firefighter-code-of-ethics.pdf>
- Full-time, part-time, overtime: How to fill fire department vacancies: <https://www.firerescue1.com/fire-chief/articles/full-time-part-time-overtime-how-to-fill-fire-department-vacancies-uRC8dscpvRkfgRhN/>
- Veeva: <https://www.industries.veeva.com/blog/quality-planning#:~:text=Quality%20planning%20is%20the%20process,resources%2C%20specifications%2C%20and%20procedures>

APPENDICES

- A. Acronyms
- B. Level of Service Summary
- C. Fire Chief Job Description Comparator
- D. Heat Maps
- E. Fire Smart
- F. Recommendations Summary



A. ACRONYMS

CFB	Canadian Forces Base
CO	Carbon Monoxide
DG	Dangerous Goods
ECFO	Executive
ERF	Effective Response Force
FD	Fire Department
FMP	Fire Master Plan
FTE	Full Time Equivalency
FUS	Fire Underwriters Survey
HUD	Heads Up Display
IT	Information Technology
JPR	Job Performance Requirement
LOS	Level of Service
MVC	Motor Vehicle Collision
NATO	North Atlantic Treaty Organization
NBCC	New Brunswick Community College
NFPA	National Fire Protection Association
OFD	Oromocto Fire Department
OFM	Office of the Fire Marshall
OHS	Occupational Health and Safety
PPE	Personal Protective Equipment
QMP	Quality Management Plan
QMP	Quality Management Plan
SCBA	Self-Contained Breathing Apparatus
TSI	Transitional Solutions Inc.
UTV	Utility Terrain Vehicle
WUI	Wildland Urban Interface

B. LEVEL OF SERVICE SUMMARY

Oromocto Fire Master Plan COMPARATOR

A = Awareness Level
O = Operations Level
T = Technician Level
☑ = Service Offered

SERVICE OR SYSTEM	BRIEF DESCRIPTION	Current LOS	Future LOS
1 APPARATUS AND VEHICLE OPERATIONS	<i>Safely and properly operating various Fire Department apparatus</i>	O	O
2 EXTERIOR OPERATIONS	<i>Competencies related to structure fires with a defensive/exterior operations mode.</i>	T	T
3 GENERAL FIREFIGHTING	<i>The basics of what every firefighter needs to know and train on. From safety to communications to ropes and knots, it's all covered here.</i>	O	O
4 TEAM LEAD	<i>Important items for the development of officers and other team leaders in the organization</i>	☑	☑
5 OHS (20 or More Workers)	<i>Minimum New Brunswick OHS requirements for worksites with 20 or more workers.</i>	☑	☑
6 ORIENTATION	<i>Initial on boarding to the organization such as Human Resources, Finances and Occupational Health and Safety. Equipping the person with the tools, equipment, apps and PPE to perform their job.</i>	☑	☑
7 PUBLIC EDUCATION	<i>Educating your community in fire prevention, safety and emergency preparedness</i>	☑	☑
8 DANGEROUS GOODS & HAZMAT AWARENESS	<i>Competencies related to the general approach to hazardous and DG material</i>	O	O
9 FIRE PREVENTION AND INVESTIGATION	<i>Related to the area of basics in fire investigation</i>	☑	☑
10 INTERIOR OPERATIONS (STRUCTURAL)	<i>Competencies related to structure fires with an offensive/interior operations mode</i>	T	T
11 MUNICIPAL DEMAND ZONE(S)	<i>Guided by NFPA 1720, this gives standards to response times and targets based on the demographics of your municipality.</i>	☑	☑
12 PUMPING OPERATIONS	<i>Skills and knowledge related to pumping operations from firefighting apparatus.</i>	T	T
13 TRAFFIC CONTROL	<i>Basics of safety and tactics in response to MVC's with sole purpose of traffic control</i>	T	T
14 VEHICLE FIREFIGHTING	<i>Related to fire attack and safety in vehicle fires</i>	T	T
15 WILD LAND - GRASSLAND FIREFIGHTING	<i>Strategies and safety in wildland / grassland firefighting</i>	T	T
16 RESPONSE TO ALARMS	<i>Response to occupancies that include monitored alarm systems, CO alarms and suspicious odours.</i>	O	O
17 VEHICLE EXTRICATION	<i>Competencies related to the skills needed to complete safe and proper vehicle extrication evolutions.</i>	T	T
18 AERIAL OPERATIONS	<i>Competencies related to the operation on use of aerial apparatus or ladder trucks</i>	O	O
19 AIRCRAFT RESCUE & FIREFIGHTING OPERATIONS	<i>Dealing with crashes, emergency landings, and other aircraft emergencies</i>		
20 LOWRISE BUILDING FIREFIGHTING	<i>Firefighting in structures two or less stories tall with potential for high occupancy.</i>	T	T
21 HIGHRISE BUILDING FIREFIGHTING	<i>Firefighting in structures three or more stories tall with potential for high occupancy.</i>	O	O
22 INDUSTRIAL FIREFIGHTING	<i>Techniques and approach to fires involving industrial compounds and at industrial sites.</i>		
23 MARINE FIREFIGHTING	<i>Firefighting marine vessel fire from standard apparatus or from a fire response capable marine vessel</i>		
24 MEDICAL CO-RESPONSE	<i>Basic patient care prior to EMS arrival and working as a team with EMS when they do arrive</i>	O	O
25 TECHNICAL RESCUE: ANIMAL TECHNICAL RESCUE	<i>Foundational skills and understanding of scenes requiring rescue and management of large and small animals.</i>		
26 TECHNICAL RESCUE: CONFINED SPACE	<i>The rescue and recovery of victims trapped in a confined space or in a place only accessible through confined spaces</i>		
27 TECHNICAL RESCUE: DIVE RESCUE	<i>Rescue involving victims below the water surface.</i>		
28 TECHNICAL RESCUE: FLOODWATER RESCUE	<i>Rescue of individuals trapped in structures or on land masses due to floodwater</i>		
29 TECHNICAL RESCUE: ICE RESCUE	<i>Effecting rescue in frozen or partially frozen bodies of water</i>	T	T

C. FIRE CHIEF JOB DESCRIPTION COMPARATOR

Red denotes tasks, qualifications, or responsibilities currently provided but have yet to be captured in the current job description.

Blue denotes services or tasks being performed that are neither listed in the job description nor the CAFC 2021 Redbook but are necessary, in some cases, for this position.

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
Overall administration of the FD operations and functions, including fire prevention, public education, fire suppression, investigation and inspections, search and rescue, auto extrication of hazardous materials response, emergency/disaster preparedness, and mutual aid.	This senior administrative, operational and supervisory position is responsible for planning, organizing, coordinating and directing all fire suppression, related emergency service, and fire prevention operations and programs for the Town of Oromocto and the surrounding response area. Participates in the preparation and implementation of municipal and area emergency plans. Supervises the investigation of fires and the preparation of required reports outlining the findings of such investigations.	Organizes and assumes command of firefighting activities and related emergencies as required. - This is currently being completed; however, it can be optional for the Fire Chief, although they may be requested at more significant incidents.
Management of HR, Financial (Capital and Operations) life cycle management of assets, communications and public affairs.	Supervises the overall administration of the Fire Department, including the assignment and discipline of staff, preparation of budgets, requisitioning and control of materials, supplies and equipment and the preparation and maintenance of departmental records and reports.	

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
	Directs the operation, maintenance and repair of firefighting equipment, fire station and other departmental property. Management of all apparatus and equipment. Financial Management of Budget, Capital Replacement, Purchasing, Tenders and Quotes.	
Media Relations Public Affairs and IT	Ability to communicate verbally and in writing to promote and maintain effective public relations for the Department and the municipality.	
Collaborative relationships with firefighters, union, Council and citizens	Maintains liaison with Federal, Provincial and Municipal regulatory authorities and directs enforcement of Bylaws, Acts and Regulations as authorized by law. Ability to establish and maintain effective working relationships with civic and business officials, staff and the general public.	
Create and lead long-term vision in alignment with the Level of Service set by Council.		This is new and will be maintained annually in conjunction with the Level of Service included in this Fire Master Plan. It is currently outside the job description.
Provide performance management and mentor leaders and members of the Department.	Directs recruitment selection and staff promotional competitions; deals with personnel disciplinary actions, dismissals, suspensions, contract negotiations and	

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
	acts for the employer in processing employee grievances, arbitration hearings and related Labour relations matters.	
Responsible and accountable for knowing and working per the Department's health and safety policies and working in such a way as not to endanger themselves, fellow employees, or the public;		The Chief ensures this is completed and acts as an adjudicator in case of a discrepancy. This is currently outside the job description.
Prepare and articulate goals, concepts, and reports to large audiences in a tactful, knowledgeable, and impactful manner;	Ability to provide leadership and implement long-range plans and programs.	
Develop, implement, and maintain the emergency management program and plan per legislative requirements; perform emergency management duties; and manage resources and incident command in emergencies and disasters.	Participates in the preparation and implementation of municipal and area emergency plans.	
Educational Qualifications and Experience		
An accreditation or professional designation in fire or emergency services;		Fire Service Administration Program - Hanson College Not in the job description.
Professional Fire Officer Qualification (NFPA 1021 Level IV);		NFPA 1021 - Not in the job description.
Degree or diploma in Fire Science, Public/Business Administration, or a	Post-secondary education at a recognized institution in Fire Service Administration, Public	

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
related field;	Administration, Business Administration, Management and related technical subjects.	
Professional designation such as Executive Chief Fire Officer (ECFO);	Optional; typically, a more Senior Officer program	ECFO completed - Not in the job description.
Extensive technical experience (fire suppression, rescue, dangerous goods);	Organizes and assumes command of firefighting activities and related emergencies as required.	
Experience in a senior fire service leadership position;	Ability to effectively administer the operations of the Fire Department. Extensive supervisory experience is required at a progressively responsible level within the Fire Service.	
Working experience in interpreting and applying federal and provincial codes and regulations and municipal bylaws relative to the activities of the Fire-Rescue Services;	Maintains liaison with Federal, Provincial and Municipal regulatory authorities and directs enforcement of Bylaws, Acts and Regulations as authorized by law. Extensive knowledge of Fire Department rules, regulations, standing orders, policies, procedures and applicable Municipal, Provincial and Federal Codes, Acts and Bylaws. A balance of education and broad practical experience is essential.	
Skilled in the management of change, working in a unionized environment.	Directs recruitment selection and staff promotional competitions; deals with personnel disciplinary actions,	

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
	dismissals, suspensions, contract negotiations and acts for the employer in processing employee grievances, arbitration hearings and related Labour relations matters. Thorough knowledge of the principles and practices of adequate supervision, training and discipline of personnel.	
Competencies		
Strategic Thinking		
Develops and implements a vision considering global, societal, and economic trends, stakeholder concerns, regional issues, values, and ethics;		Currently, it is not part of the job description.
Sets transformational goals with a broad perspective and long-term timelines;	Ability to provide leadership and implement long-range plans and programs.	
Provides quality judgment and advice, encourages debate across the hierarchy, skillsets, and stakeholders; and	Establishes rules, regulations, and procedures for efficient departmental operations and consults with appropriate authorities regarding significant policy determination.	
Teaches and learns from others.	Directs training personnel engaged in firefighting, other related emergency services, fire prevention, and the use of related equipment.	
Engagement		
Mobilizes people, resources, and partners;		The current Chief can do this as part of the relationships

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
		he's built, but it is outside the current job description.
Maximizes opportunities through relationships and networks;	Represents the Department in all meetings: Council (both committee of the whole and regular council meetings), Department Head, Staff meetings, and Shift meetings.	
Builds commitment to excellence, collaborates with strategic alliances, and implements communication and engagement strategies with partners and unions; and	Responsible for all internal and external communications within the Department. Works with other members of the team to complete the yearly council report.	
Works with others to achieve the fire department's and the municipality's goals.		Although nothing is formalized, the Chief has made strong relationships with other department heads and utilizes those relationships to help set goals for the needs department. Not currently in the job description.
Management excellence		
Change management – leads organizational change to maximize results and to build a sustainable entity through effective stewardship and governance; adjusts plans to reflect changing priorities or conditions;		This is done, although not in the current job description; an example of that would be the request to have the Fire Service Review and Fire Master Plan completed.
Financial and asset management – integrates strategic planning	Plans for the orderly addition or replacement of facilities, vehicles, and equipment	

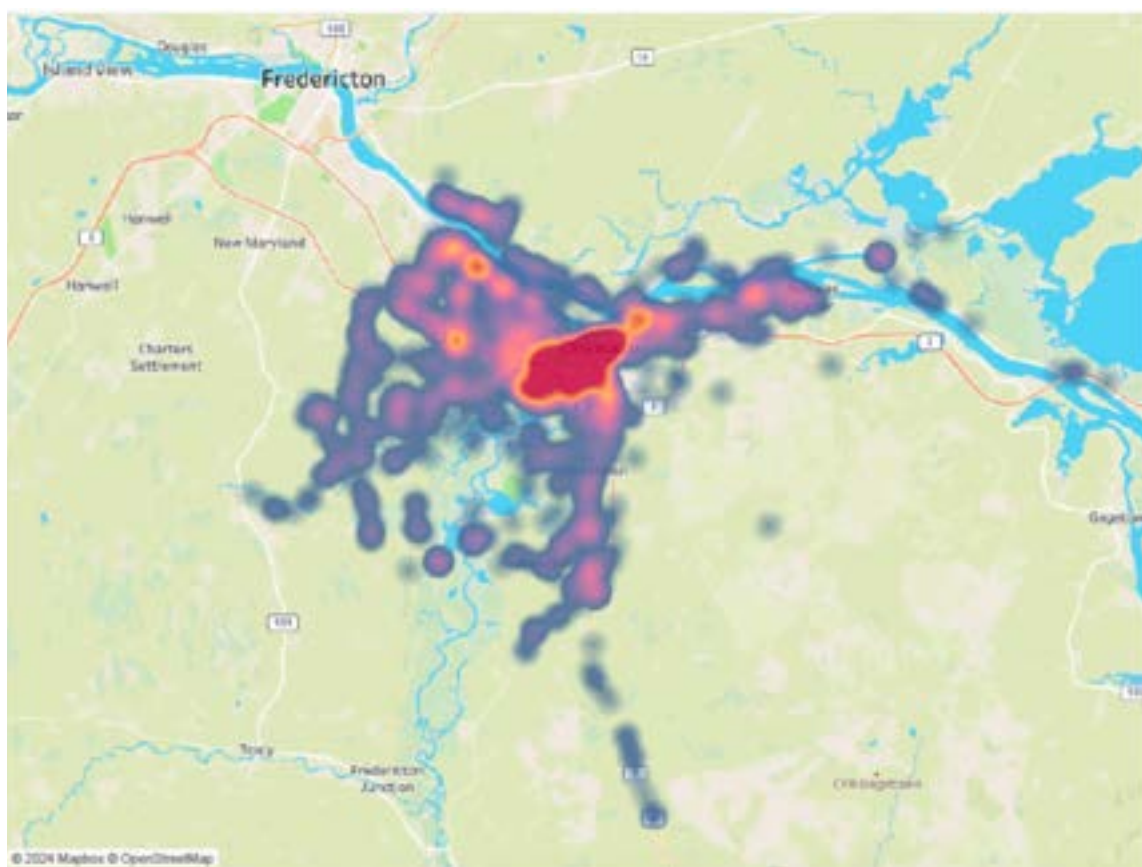
CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
components (in-year business planning, human resource, IT and information, and asset/capital and communications) to achieve operational efficiencies and value for money; fulfills obligations of financial accountabilities, including effective internal audit function;	related to use, age, or community growth.	
People management – creates a culture of accountability and holds people accountable; supports and implements workforce planning to build and sustain a robust and positive organization that includes workforce risk assessment and opportunities and range of strategies to mitigate risks; demonstrates commitment to high standards related to occupational health and safety and		Supervises the Deputy Chief, who ensures and administers the cultural and accountability part of people management. Not currently in the job description.
Information management - manages information and records according to municipal and departmental records management policies.	Ability to supervise and prepare all necessary reports, records and correspondence.	
Values and Ethics		
Service delivery with integrity and respect;		Currently being done. Not in the current job description.
Demonstrates and		It is identified as one of the

CAFC 2021 REDBOOK CHIEF POSITION PROFILE	OROMOCTO CHIEFS JOB DESCRIPTION	DIFFERENCE BETWEEN THE SUGGESTED MODEL AND THE CURRENT JOB DESCRIPTION
promotes professionalism and integrates values and ethics in personal behaviour and FD practices.		responsibilities in the list of roles and responsibilities but needs to be noted in the job description.
Addresses breach in values, ethics, and conduct.		The Chief manages and supervises those responsible for ensuring no breaches in ethics, values, and conduct. This is optional in the job description.
Conditions of Employment		
Valid provincial/territorial driver's license in the jurisdiction of employment; and	Valid Driver's License for the Province of New Brunswick.	
Criminal record check		Not currently required in the job description.

D. HEAT MAPS

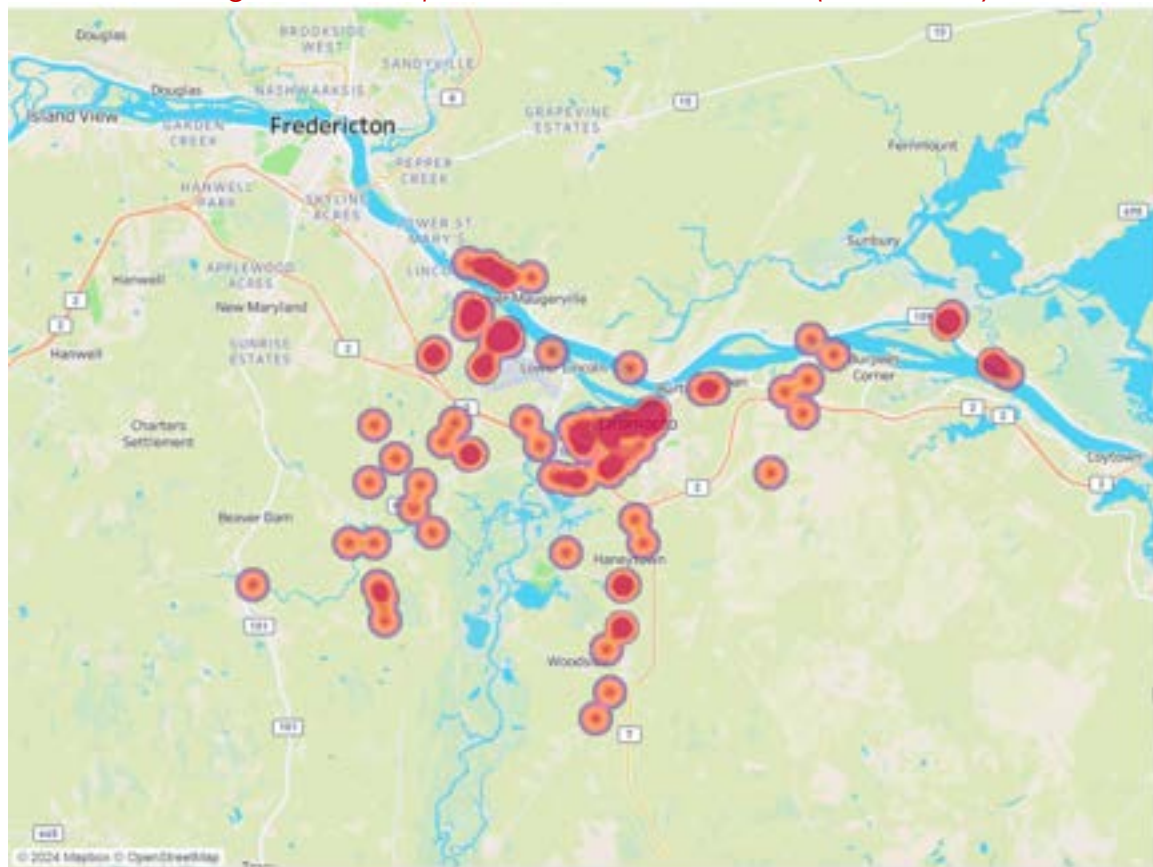
A small error in dispatching records and recorded calls was identified by TSI in the Oromocto Fire Service Review (2023). The result showed a much larger area that Oromocto was responding to than actually achieved. The following three Heat Maps now accurately reflect the work being done in the Oromocto response area.

Image 1 Heat Map for All OFD Events (2019 - 2023)



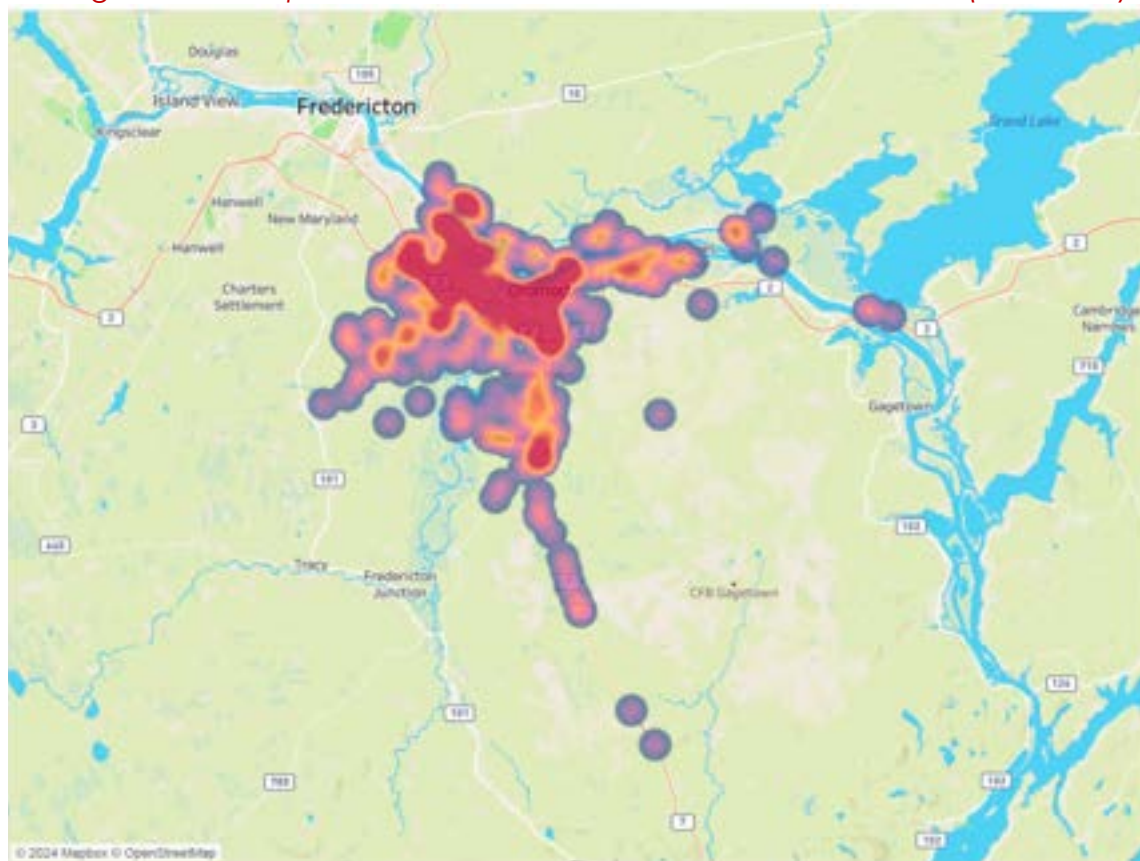
HEAT MAPS

Image 2 Heat Map for all OFD Structure Fires (2019 - 2023)



HEAT MAPS

Image 3 Heat Map for all Oromocto OFD Motor Vehicle Collisions (2019-2023)



E. FIRE SMART



IMMEDIATE ZONE 0m to 1.5m

The Immediate Zone is a non-combustible area that starts at the house and extends to a 1.5 metre perimeter around the house and attached structures, including decks. Reduce the chance of wind-blown embers igniting your home by starting with these proactive steps:

- Choose non-combustible building materials when constructing or renovating your home.
- Clear vegetation and combustible material down to mineral soil and cover with non-combustible materials like gravel, brick, or concrete.
- Avoid planting woody shrubs or trees. If any are present, prune and maintain them regularly.

INTERMEDIATE ZONE 1.5m to 10m

Elements in the Intermediate Zone are managed so they don't transmit fire to your home. Here are a few actions you can take to reduce your home's vulnerability:

- Plant fire-resistant vegetation and select non-combustible landscaping materials.
- Avoid incorporating any woody debris, including mulch.
- Keep combustible items like firewood piles, construction materials, patio furniture, tools, and decorative pieces out of this zone.
- Move trailers, recreational vehicles, storage sheds, and other combustible structures into the Extended Zone. If that is not possible, store firewood inside your mitigated garage, shed, or other ember-resistant structures.
- Create a non-combustible ground cover, like a gravel pad, underneath and 1.5 metres around trailers, recreational vehicles, and sheds.

EXTENDED ZONE 10m to 30m

The goal in the Extended Zone is not to eliminate fire, but to reduce its intensity. If your property extends into this zone, a few important steps you can take include:

- Selectively remove evergreen trees to create at least 3 metres of horizontal space between the single or grouped tree crowns.
- Remove all branches to a height of 2 metres from the ground.
- Regularly clean up accumulations of fallen branches, dry grass, and needles to eliminate potential surface fuels.
- Continue to apply these principles if your property extends beyond 30m. Work with your neighbours in overlapping zones and seek guidance of a forest professional if affected by other conditions, like steep slopes.

Get started on your FireSmart journey!

WWW.FIRESMARTCANADA.CA



F. RECOMMENDATIONS SUMMARY

 TIMELINE: IMMEDIATE (2024)		
Focus	Page #	Recommendation
Level of Service	P.7	Council consider the risks within the community and, through guidance with the Fire Chief, and Senior Administration, adopt a Level of Service Policy.
Level of Service	P.7	Verify that adequate funding is available to achieve the newly adopted Level of Service Policy specific to additional training, equipment and maintenance.
Fire Administration	P.23	That the OFD administration develop or review any existing policy to deal with unethical behaviour and harassment in the workplace based on a zero-tolerance initiative.
Fire Administration	P.23	Inform staff and post the "Firefighter Code of Ethics" in a common open location in each fire station.
Operations & Response	P.39	The OFD consider the augmentation of wildland training, particularly WUI training and preparedness, to increase capability and preparedness for response to wildland-urban interface events.
Operations & Response	P.39	Use social media and programs such as FireSmart to empower and work with community residents affected by wildfire threats.
Operations & Response	P.42	Review internal fire prevention, investigation and inspection processes to determine if delegation of some or all of the duties could be shared with the rank and file.
Records Management	P.43	Invest in a Records Management System to manage all the documents required for the fire service.
Records Management	P.43	Ensure all fire personnel using the Records Management System are trained and have access to the system.



TIMELINE: SHORT-TERM (2025 - 2026)

Focus	Page #	Recommendation
Level of Service	P.7	That Council support the OFD administration to establish and enhance true mutual or automatic aid agreements with all identified mutual aid partners, particularly with key municipal neighbours, including the City of Fredericton and CFB Gagetown.
Fire Administration	P.18	Update the Fire Chief's job description. This will ensure a smoother transition and succession planning so that when future fire chiefs are hired, there are no gaps in expectation, knowledge, ability or experience.
Fire Administration	P.20	Develop a strategic plan for: • consistent performance evaluations • developing a model to implement • minimum staffing guidelines, and • identifying current staffing needs • future trends (aging workforce) and long-term growth.
Fire Administration	P.23	That the entire staff be given training on human factors, identifying the personality types, harassment, and ethics in the workplace.
Staffing	P.28	That long-term projections include increasing full-time staff to keep pace with community growth projections and alignment with service levels.
Infrastructure	P.32	Find suitable office space for the Fire Services Administration during the construction of a new Station 1.
Infrastructure	P.32	Planning for the renovation of Station Two should begin in the short term and be completed prior to the replacement of Station 1.
Infrastructure	P.32	While renovations of Station Two are being completed, consideration should be given to possibly using Station 3 as an interim location from which to operate. This would require temporary quarters for volunteer staff, including washroom and office facilities.



TIMELINE: SHORT-TERM (2025 - 2026)

Apparatus & Equipment	P.35	That the OFD prioritize the replacement of the Pierce Ladder with a comparable unit to coincide with the opening of a new fire station.
Apparatus & Equipment	P.35	Complete an ongoing review of Engine fleet requirements and ensure that the number of Engines aligns with the level of service, capital and operational budgets.
Apparatus & Equipment	P.36	That the OFD establish a quality assurance program for the SCBA and associated compressor/fill stations.
Operations & Response	P.40	Establish or update response protocols for each event type that are aligned with an updated LOS that reflects organizational and community expectations and is based on continuous improvement.



TIMELINE: MEDIUM-TERM (2027 - 2030)

FOCUS	Page #	Recommendation
Fire Administration	P.20	That OFD prioritize mentorship programs: Establish formal mentorship programs that better allow experienced leaders to pass down their knowledge and skills to their subordinates.
Fire Administration	P.20	Strengthen succession planning efforts: Develop a robust process identifying potential candidates for promotion or administrative positions. This process should include career advancement notifications to inform employees of upcoming opportunities and provide them with the necessary resources to qualify for higher positions.
Staffing	P.30	Reopen discussions with the Department of National Defense (CFB Gagetown) and the City of Fredericton to explore the possibility of incorporating automatic aid and borderless response, with the key objective being the delivery of the best possible service to residents and the public by way of striving for industry standard on-scene staffing within acceptable time limits.
Infrastructure	P.33	The Town of Oromocto, in consultation with the Fire Chief, consider future water projects regarding the placement of hydrants for fire

TIMELINE: MEDIUM-TERM (2027 - 2030)

		protection into the First Nation lands. Include the First Nations Council in consultations.
Operations & Response	P.41	Review the current training delivery process and determine what changes could be made to delegate training delivery more effectively using internal staffing resources (not senior management).

TIMELINE: LONG-TERM (2030 - 2034)

FOCUS	Page #	Recommendation
Staffing	P.28	Increase the minimum staffing of fulltime (career) firefighting staff on shift to six (6) by 2034.
Operations & Response	P.42	Explore long-term initiatives to develop a fire prevention branch to oversee fire prevention, education, inspections, permitting and investigations while maintaining compliance with the OFM and the NB Fire Prevention Act.

∞ TIMELINE: ONGOING

FOCUS	Page #	Recommendation
Fire Administration	P.18	All job descriptions should be maintained and reviewed when the annual performance review is completed.
Operations & Response	P.40	Once established, the response protocols and organizational expectations should be shared with all staff, using training sessions and business meetings as part of overall response system management. Further, response performance should be reviewed at regular intervals (annually) to compare past performance with current expectations.
Operations & Response	P.41	Review the Fire Department Training Committee's terms of reference and its ability and effectiveness to guide continuous improvement in overall training).