

Whitby Fire and Emergency Services

Strategic Plan

2017 through 2022

“Efforts and Courage are not enough without purpose and direction”

JFK

Introduction

Whitby Fire and Emergency Services has developed this 5 year Strategic Plan to help hone the efforts and decisions of its personnel to achieve our Vision for the Whitby community.

The Strategic Plan is composed of building blocks that each form part of the overall structure of the Plan. Each block supports the block above it, with the aim of realizing the Vision at the top.

The Plan will be reviewed annually and amended as community needs, and council goals change. Community consultation will be solicited via social media and surveys as part of the annual reviews in addition to input from the FCPAC - *FCPAC*. Part of this review will include consideration of changing financial realities balanced against the magnitude of community service needs. – *FCPAC*

At the core of the Plan is the underlying principal of providing excellent customer service. Our customer is every person who lives, works, and plays in the Whitby community. The Plan points to continual Departmental improvement which translates into providing a continually improving customer service experience. – *FCPAC*

The Plan has been reviewed by the WFES Fire Chiefs' Community Advisory Committee, representative of a wide range of groups and stakeholders from throughout the Whitby Community. Their comments have been included throughout to help ensure the Plan is reflective of the Community's needs.

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Strategic Plan Building Blocks



WFES Vision Statement



A Vision Statement is a picture of a future desired state. It is the goal of WFES to see the Whitby community as one that is mindful of safety. People in the community will take ownership for their own personal safety whether related to fire, transportation, or medical threats. WFES will help to create this culture of community safety through the policies that we set, and the education we deliver.

WFES Strategic Purpose



The strategic purpose of WFES is a basic core statement that defines the purpose of WFES. It should remain unchanged despite amendments to the Vision, Mission, and Core Values, or to levels of service determined by Council. It is positioned below the Vision statement, as it defines the purpose of the Service, while the Vision speaks to the Community that the Service protects. It is necessary for this statement to exist prior to the Vision being developed.

Council Goals



Council sets collective goals for their term in office to help guide their priorities and decision making. The Town of Whitby's existing Council has set 8 Goals, which can be used to help guide WFES' priorities, and help to align strategic direction throughout the Corporation. Three goals in particular have been underlined within this planning document to help ensure this alignment.

Council Goal #3 - To continue the Whitby tradition of responsible financial management and respect for taxpayers; and to understand the importance of affordability to a healthy, balanced community.

Council Goal #4 - To strive to continuously improve the effectiveness and efficiency of service delivery

Council Goal #6 - Enhance the safety of local streets and neighbourhoods...

WFES Strategic Priorities



WFES' strategic priorities serve as the lynch-pin between Council's goals for their current term, and WFES' action plans and objectives. These strategic priorities are short term priorities (3-5 years) based upon Council's goals.

WFES has established two strategic priorities that all of its action plans must feed into. Priority #1 is pro-active, and Priority #2 is responsive.

Strategic Priority #1

Invest in pro-active efforts, and maximize the use of WFES' resources.

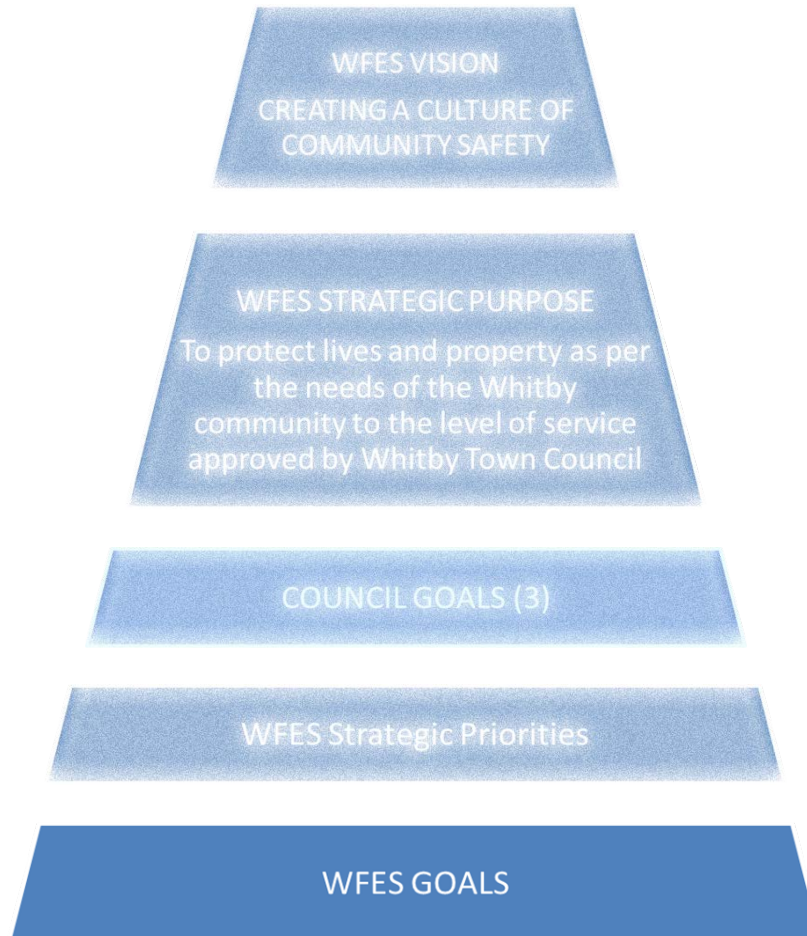
Proactive efforts fall into two areas:

- A. Reducing the number of emergencies thereby lowering the **incidence** of suffering, property and environmental damage, and economic loss.
- B. Being fully prepared for emergencies thereby reducing the **degree** of suffering, property and environmental damage, and economic loss.

Strategic Priority #2

Build WFES response services to address challenges related to community growth and development

WFES Goals



WFES Goals to accomplish WFES Strategic Priority #1A

#1A) Investing in pro-active efforts, and maximizing WFES' resources in order to reduce the number of emergencies, thereby lowering the **incidence** of suffering, property and environmental damage, and economic loss.

Goal 1a

Place a priority on preventing fires and other emergencies by improving fire prevention and public education efforts designed specifically to reduce Whitby's emergency risks, and address its aging demographic profile.

Identify Whitby's fire risk profile, including fire experience, risks, audience, etc to create a target for the design and delivery of our public education and fire prevention programs. By identifying a target, we are customizing our efforts, maximizing their potential effectiveness, and making the most out of our resources (staff, time, training, equipment)

Pub Ed and FP efforts must be designed to address Whitby's specific profile, and must also be designed to help realize the Dept's vision of creating a culture of community safety. The public should be empowered to take initiative to manage their own safety.

A fire risk assessment of the municipality will take into account our past, present and the future. The municipality has undergone significant change in the past decade and will continue with significant growth in the near future. The risk assessment will examine our demographics, building stock and fire statistics (local and Provincial) to identify the fire risks with the lens to eliminate death, injury and loss. The scope of the risk analysis will examine three (3) key factors: reduction of death/injury, environmental and economic loss.

The risk assessment will recommend mitigation strategies to address the fire risks identified. Mitigation strategies will be intelligence and evidence based. How information is being consumed by the community and develop performance indicators to measure our performance.

WFES Goals to accomplish WFES Strategic Priority #1B)

#1B) Investing in pro-active efforts, and maximizing all WFES resources in order to be fully prepared for emergencies, thereby reducing the **degree** of suffering, property and environmental damage, and economic loss.

Goal 1b

Improve internal processes, administration, technology, and systems to maximize efficiencies, to improve service levels and to maintain operational costs.

Every organization can always improve. Need to continually strike a balance between checks, measures, accountability, redundancies, and efficiency/effectiveness. As part of a municipality, it is important that we are accountable to Whitby's constituents for the efficient and effective use of the resources they provide to us. As well, integral to the emergency service we provide is reliability. Our equipment, processes, systems, and technology must work and we must have redundancies in place should they fail.

Goal 1c

Maintain physical assets to improve their life spans, and to maintain operational costs.

When equipment is maintained properly, its useful lifespan is maximized, costly emergency repairs are minimized, risk of equipment failure and user injury is reduced, service effectiveness is maintained, and repair and replacement costs are reduced.

WFES uses hundreds of physical assets every day in the performance of its duties. Having an effective, pro-active system to maintain every asset in peak performance condition meets the goal of maximizing every Town of Whitby resource.

Asset Management – service, maintenance, and inspection programs for all equipment will help to keep them in service, and operable for longer. If an asset is out of service, it is useless. If it is not maintained properly, its usefulness is reduced thereby impacting our ability to reduce suffering, etc. If it is not maintained properly, it can cause injuries resulting in labour costs to the corporation. By maintaining it properly, its usefulness is maximized and we have the tools required to be as effective as possible.

Goal 1d

Improve training levels in order to maximize service level effectiveness geared to Whitby's emergency risk profile

This is the area of the Department that is most influential in pushing us forward with innovative changes to improve the effectiveness of our response services, and to improve our level of safety. We can improve our training levels both quantitatively and qualitatively.

Training is a pro-active effort – being prepared prior to emergencies will help to minimize the resulting consequences. There are many ways to improve how we prepare ourselves, including developing training delivery methods that accommodate all learning types, gearing training content and programs to Whitby's risks (HIRA), measuring the transfer and retention of skill development and knowledge, etc

Goal 1e

Invest in WFES personnel in support of succession planning, mental health and overall wellness.

To maximize effectiveness and efficiency, to minimize costs, and to continually improve services, WFES must place a priority on its personnel. Investing time and resources into succession planning, mental health, and overall wellness of its personnel helps to equip people to serve the community to the best of their abilities now and in the future.

WFES Goals to accomplish WFES Strategic Priority #2

Build WFES' services to address challenges related to community growth and development

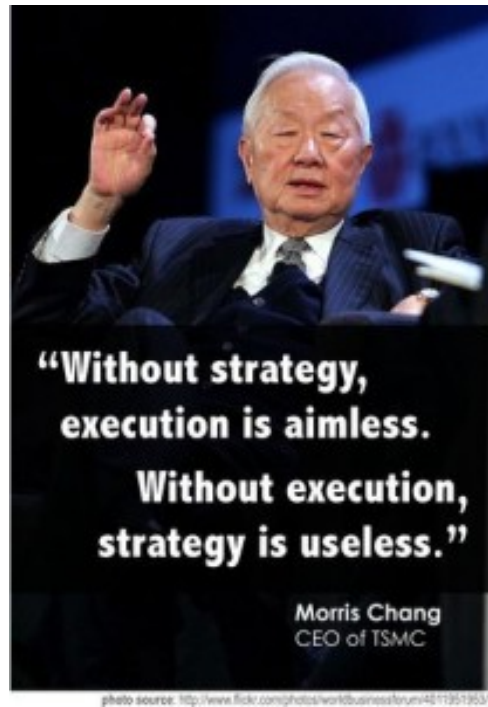
Goal 2a

Increase service capacity to effectively respond to emergency response needs including growth in Brooklin, increasing residential densities, and increasing emergency call volumes.

WFES Objectives and Action Plans



Objectives and Action Plans are the execution of the strategy and goals. Without objectives and action plans, strategy is no more than a wish list.



Obj 1a-1

Conduct a comprehensive community demographic and fire risk analysis biennially to determine fire profile and targets (MFP Actions A, E, and U). Review existing WFES programs and delivery models to ensure fire profile and targets are being addressed.

It is important that the information we are using to guide our decisions is accurate and reflective of our community's needs. By conducting the analysis every 2 years, this helps to ensure that any community changes are captured in the data and included as part of program decision making. The more accurate the data, the more impactful public and fire programs.

Data must be from sources that are cited to ensure findings are reliable and credible -
FCPAC

As part of the analysis, expand our traditional pro-active scope from fire safety to include prevention of all emergencies WFES responds to. Considerations may include bicycle safety, health and wellness education, texting (walking and texting), driver safety, etc. Partnerships with other subject matter experts and agencies will be required. – *FCPAC*

Implementation

Evaluate programs, measure results, and re-design.

2018 – finalize comprehensive risk assessment

2017/2018 – evaluate existing programs to identify how they address the targets identified in the comprehensive assessment. Conduct gap analysis. Ensure observations are statistically driven with identified measurables.

2018 – Design and implement new programs and efforts – launch in 2018.

2019 – Measure results, collect feedback, implement program adjustments, re-launch.

2019 – Conduct comprehensive risk analysis (every 2 years)

Obj 1a-2

Conduct pro-active inspections of greatest fire risk occupancies.

Utilize additional Risk Management and Education personnel to conduct target inspections as identified in fire risk analysis. By conducting pro-active inspections, fire risk is reduced through fire code enforcement, and public education.

Implementation

Hire Fire Prevention Officers to reduce community risk

2018 - Hire 1 Fire Prevention/Public Education Officer (MFP Recommendation #1) to begin to conduct pro-active inspections geared to Whitby's risk analysis findings.

Obj 1a-3

Design Public Education programs and public communications to reduce emergency risks

Leverage expertise from Town's Communications Department to determine how best to communicate messaging to target groups in a manner that most effectively motivates them to change their emergency risk-related behaviours.

Implementation

Branding

2018 - Develop a short and long term media and marketing strategy that will promote the role of WFES and its public education message in the community (MFP Action R)

2018 - Develop WFES branding, tied into the Corporate branding message. Work with Town's Communication Department to leverage their expertise.

2018 – Develop a branding implementation strategy based upon targeted groups and how they prefer to receive information, and what appeals to them/how to make content relevant to them. Conduct market analysis. Work with Town's Communication Department to leverage their expertise.

2018 – Implement branding strategy as part of new and revised public education and fire prevention program initiatives, with input from FCPAC Committee

Community Interaction

2018 – Meet with Whitby BIA and listen to their feedback about how to improve Fire Prevention and Public Education programs and approaches. Provide inspection and fire code education to prepare them for inspections prior to them being conducted – *FCPAC*

2019 – Hold focus groups on a regular basis to hear from the Community regarding their needs and how WFES can do a better job at meeting them - *FCPAC*

Website and Social Media

2017/18 – Improve WFES' website pages to be end-user friendly and relevant to their needs. Work with the Town's Communication Department to leverage their expertise.

2018 – Increase Social media presence to become the communication authority for fire safety and risk reduction messaging.

2019 – Provide more information on the website about the Inspection process and expectations for business owners – *FCPAC*

Emergency Management and Public Education

2018 - Develop a formal emergency management and public education program based upon Whitby's HIRA and DEMO's programs that will better prepare the community for emergency incidents. This program can be delivered concurrently with other fire safety education programs (MFP Action T). Launch the program in May 2018 during Emergency Preparedness Week.

2018 – Review and revise Whitby's HIRA and Community Risk Profile on an annual basis to include new businesses with inherent risks - *FCPAC*

2019 – Revise the program annually to provide new messaging geared to Whitby's HIRA.

2018 – Increase education for building owners and the public on safe areas of refuge in buildings – *FCPAC*

2019 – Consider Whitby churches for shelters for people in extreme emergencies – *FCPAC*

2019 – Ensure all WFES fire stations are equipped with a 3 day supply of food and water for firefighters during prolonged community emergencies – *B2Platoon*

Hands-on Suppression-delivered public education

2018 – Improve public education effectiveness through an increased focus on public education delivery by Suppression personnel. Approximately 80% of fires occur in the home, and are caused by human behaviours. Public Education is the best way to address this through messaging related to changing unsafe behaviours. Public education program delivery expectations will be communicated to Suppression on a quarterly basis, along with training to ensure consistent delivery.

Time currently spent by Risk Management personnel, delivering programs, can be better spent researching and developing new public education programs, developing social media efforts, assessing the effectiveness of public education programs, and continuing to conduct further community risk analysis.

Increase opportunities for the community to access WFES public education programs

2018 – Offer 1-2 spots per week of Junior Fire Camp to kids from underprivileged families - *FCPAC*

2018 – Ensure programs and plans are geared to an ethnically and culturally diversifying community where proficiency in English may be limited – *FCPAC*

2019 – Provide fire prevention training geared to specific, community-based audiences to have them take ownership for their own safety and to reduce hazards/risks prior to WFES Fire Code inspections being conducted:

School Boards (Principals, Vice Principals, Custodians, Science Teachers) – *FCPAC*

Work with Durham District Catholic School Board to translate their emergency evacuation training success into large scale emergency evacuations. - *FCPAC*

Residential high-rise and low-rise apartment owners, including providing the location of residents who cannot evacuate themselves, ensuring all ground floor exits are at level ground - *FCPAC*

Industrial building owners

2019 – Medical emergency calls are trending upward. We may see improvements in this area if we recommend pro-active programs and increased awareness to encourage people towards a healthier lifestyle – *FCPAC*

2018 – Have the Whitby Seniors Group deliver elder abuse awareness training to all WFES personnel – *FCPAC*

2019 – Increase the frequency and accessibility of program delivery to Seniors – *FCPAC*

Objectives for Goal 1b

Obj 1b-1

Conduct core services review, and process mapping

Review one Division on an annual basis to determine which services we should keep providing, which ones we should reduce, and which ones we should increase or introduce. Approach Council as necessary, to obtain their approval.

Conduct process mapping for at least one process on an annual basis to ensure it is as efficient as possible.

Implementation

Conduct mapping and Lean process

2018 – Conduct an internal information mapping process to review information flow throughout the Department and to help identify responsibilities of Administration staff (MFP Action L)

July 2017 - Introduce Lean training to Senior WFES staff and begin to apply training to one process that flows through all Divisions in 2018. Seek input from Sr. Officers following the July training for an idea for an information process.

2017- Lean projects assigned to Training, Fire Prevention, and Suppression.

Obj 1b-2

Identify initiatives to improve efficiencies and raise quality of service

Through process mapping, R and D, Departmental surveys, public and Departmental surveys, FCPAC feedback, budget exercise, etc.

Implementation

Fire Investigations

2018 - Review fire investigation internal process and modify to maintain service level while improving efficiencies

Fire Prevention Systems and Tools

2018 - Identify tools for the Fire Prevention Division to access mobile technology to assist in the access and collection of data, documents and photographs to support the efficacy of the delivery model (MFP Action J)

2020 – Assess FP portable computers on a 3 year review cycle.

2018 – Review of Amanda system for FP. Other alternatives – work with MIS.

Public Input

2017 - A Fire Chiefs' Community Advisory Committee consisting of representatives from community stakeholder groups be created to provide feedback to WFES regarding its performance in the community and any recommendations for improvement. It is

recommended that the committee meet at least semi-annually on an ongoing basis (MFP Action M)

2017 - The Committee held its first meeting in June 2017 with input sought from the committee by September for the Department's strategic plan. The final plan will be presented to Council in December 2017 with Committee members present

2018 – Meet with Committee to provide feedback and gain input on implementation and progress of plan. Review Annual report prior to going to CAO/Council

Review of Fire's Computer Operating Systems

2018 - WFES to work with all Durham Regional Fire Services to assess the effectiveness of the CriSys dispatching and records keeping system, to determine if a more in depth analysis should be undertaken. Continue to expand the work done in developing the IntraFireNet through the Town's M.I.S. Department (MFP Action Y)

2017 - Joint Suppression/Management Committee to assess effectiveness of MDTs/AVLs in Pickering/Ajax/Oshawa, and to make recommendations for implementation of these systems for WFES by December 2017. (MFP Recommendation #10)

Performance Measures

Risk Management and Education Division

Performance outputs:

2018 - Implementation of performance feedback system

2017 - Initiation of in-field quarterly file reviews for FPOs

2018 - Training assessments conducted

2018 - Survey the public to determine quality of services provided and areas of service improvement.

Performance outcomes:

2018 - Reduction in the number of fires,

2018 - Reduction in the number of false alarms

2018 - Reduction in the number of crew referrals.

These reductions will result in a safer community, reduce emergency calls, and will free up more time to conduct pro-active inspections, and develop and coordinate public education programs.

Training and Professional Development

Performance outputs

Qualitative

2018 – Implementation of performance feedback system

2018 - High marks on training tests completed by firefighters

2018 - Survey firefighters annually to rate the services provided

Quantitative

2017 - Setting annual plan and staying on track with training goals and training hours

Performance outcomes

2018 - Quality of services provided to the public – Surveys - qualitative data

Fire Suppression Division

Performance outputs

Qualitative

2019 - Implementation of performance feedback system

2019 - Survey the public to rate the quality of services provided

Quantitative

2018 - Turn out times within NFPA standard

2018 - Quarterly training completed on time

2018 - Quarterly public education completed on time

2018 - Pre-planning completed each quarter.

Performance outcomes

2017 - Reduction in fire loss,

2018 - Reduction in on the job injuries

Logistics

Qualitative

2018 – Implementation of performance feedback system

Quantitative

2018 - All ongoing maintenance conducted according to schedule

2017 - Reduction in truck down-time year over year

Performance outcomes

2018 - Equipment to remain in service longer than previous year

2018 - Trucks to remain in service longer than previous year

2018 - Turnaround time for repairs to improve year after year

Administration

Qualitative

2018 – Implement performance feedback system

2018 - Survey the Department to rate the quality of internal services provided

2017 - Strategic and operational leadership communicated and provided to the Department, the public, and to Council.

Quantitative

2018 – Annual goals as established in the year over year plan have been met,

2018 - Stay within budget,

2018 – Potential Future leaders engaged in professional development

Performance outcomes

2018 - Each Division improves its measurables year over year to demonstrate an improved product delivered to the public

Objectives for Goal 1c

Obj 1c-1

Keep fire apparatus and equipment in service improving service levels, lowering repair costs, and increasing firefighter safety

Implementation

Improve Preventative maintenance inspection program

2018 - Continue to expand the preventative maintenance program to create Instructional Procedures and Operating Guidelines to fully encompass every physical asset

2018 - Continue to expand MyWhitby to include an inventory list that allows for firefighters to record outstanding equipment checks

2019 - Review Preventative Maintenance Program every 2 years to ensure it is current, and effective

Asset life-cycle program with barcoding/scanning

2018 - Introduce trial barcoding and scanning on a portion of WFES equipment

2019 - Expand barcoding program each year if successful

Objectives for Goal 1d

Obj 1d-1

Develop 3-5 year training plan consistent with Department's goals and vision.

See Appendix A - Training and Professional Development Strategic Plan

Obj 1d-2

Prioritize Departmental training initiatives geared to the reduction of risk to the safety of the public and WFES personnel engaged in high risk/low frequency emergency responses. - B1Platoon

Implementation

2018 - Conduct an analysis of the level of existing individual emergency response high risk experience, including fire ground operations involving the greatest at-risk occupancies. - B1Platoon

2018 - Identify training improvement opportunities. - B1Platoon

2019 - Develop and deliver tactical training programs and scenarios. Platoon Chiefs, Professional Development and Training, and Risk Management and Education to co-develop and co-deliver. - B1Platoon

Provide practical, hands-on training to improve quality of service delivery

Many of the services provided to the public are in the form of physical, practical, intervention services. Therefore, providing ongoing hands-on training is a critical component of ensuring successful, high quality service delivery

Implementation

2018 - 2020 - WFES to work with Durham Emergency Management (DEMO) to develop appendices to the Emergency Management Plan to help prepare for emergencies that are most likely to warrant activation of the EOC (MFP Action X). DEMO has prepared sub-plans as part of the Regional Emergency Plan that are specific to emergency types. Whitby has a comprehensive emergency plan that applies to all emergencies regardless of type. However, there is an opportunity for improvement by developing sub-plans that are consistent with DEMO's sub-plans, and that are based upon Whitby's HIRA (Hazard Identification Risk Assessment) contained in Whitby's Master Fire Plan.

Computer-based Suppression Training

2018 - Evaluate computer-based Suppression training to determine effectiveness. Pursue additional web-based, and improved computer-based training if recommended. (MFP Recommendations P and Q).

2018 - Evaluate IT Strat Plan recommendations. Develop implementation plans and obtain approval for funding as needed.

2019 - Implement new/revised training delivery systems

Community Mental Health

2018 - Provide training to Fire personnel to equip them with skills and knowledge to handle mental health situations encountered during emergency calls, and inspections – FCPAC

Obj 1d-3

Stay current with modern equipment and techniques and introduce as needed to meet the emergency service needs of the Whitby community.

There are research findings, new techniques, and new equipment being discovered and developed every year on how to more effectively and safely extinguish fires, extricate patients from vehicles, perform medical services, etc. WFES Training Division must stay abreast of these innovations and strategically introduce training content to the Department on a regular basis. Not doing so would be a dis-service to the community we serve, as we would not be providing the best possible service in line with our Vision, Mission, and Core Values.

Implementation

2018 - Provide training opportunities for all Platoon Chiefs and Acting Platoon Chiefs in large scale emergency scene management/advanced NIST and a review of International industry best practices. Training opportunities can be achieved by attending FDIC and conducting Committee based research of the most progressive Fire Departments internationally. - *B1Platoon*

2018 - 2020 Conduct an analysis of the utilization of all WFES apparatus, including aerial, tanker, and rescue apparatus in order to develop the most effective emergency response to our community. The analysis shall include Platoon Chief facilitated tactical scenarios to incorporate the most current NIST science and industry best practices.

WFES' Professional Development and Training will co-develop and monitor scenarios and make recommendations for improvements to techniques and equipment. - *B1Platoon*

2021 - Build new Training Complex in South West Brooklin, industrial lands (MFP Recommendation #5). Council approved Fire Report in 2017 along with the funding necessary to purchase the property needed to house the Training Complex.

2018 - Secure partners and begin design work for Training Complex and Fire Hall in South West Brooklin. Funding for the construction of the Complex has been identified and set aside in DCs.

2019 - Tender for Complex designer/architect

2020/2021 - Begin construction of new Training Complex

2022 - Occupancy of Training Complex

2020 - Consider expansion of the Shift Instructor Model to include Wellness Instructors
– *B2Platoon*

Obj 1d-4

Implementation

Consider training models to expand capacity and re-inforce consistency

There are many training delivery structures and communication models used within the Fire Service to impart knowledge and skills to front-line personnel. Training Officers, Shift Instructors, External Trainers, formal schooling, and a combination of all them, are used with varying degrees of success. In addition, knowledge and skills are developed through hands-on training, computer training, lectures, self-study and review, participation learning, etc. Knowing which models to use and how to use them to maximize effectiveness should be part of an ongoing feedback and assessment process. Different delivery models are essential to meet the various learner styles and demographics.

Implementation

Training programs – service level changes

2017 - Funding secured through donation from Firehouse Subs for low angle rescue services

2018 - Develop and delivery low angle training.

2019 – 2023 - Continue to assess service level community need on an annual basis for Specialty Rescue Ops or Tech levels.

Expand training deliver to leverage experience of Platoon Chiefs and Captains

2018 - 2019 - Utilize the Platoon Chief group to facilitate ongoing pre-plan tactical training for all high risk emergency responses, including fire ground operations. The most effective training to prevent loss of life and significant property loss is ongoing hands on scenario based training primarily in the services that WFES provides on a low frequency basis. – *B1Platoon*

Improved Fire Prevention technical training

2018 - Hire a Fire Prevention/Public Education Captain/Trainer – 2018 – (MFP Recommendation #1)

Fire Prevention is a specialized field with expertise unique to this Division. Training and Professional Development provides training to Fire Suppression personnel and does not have the knowledge or education to provide training to Fire Prevention. Currently, there is a void in the training that is delivered to Fire Prevention employees.

Objectives for Goal 1e

Obj 1e-1

Leadership Development

Invest in well-being and development of personnel.

WFES personnel are exposed to many stressful, life-changing experiences on a regular basis. Many of these experiences if not handled properly can impact their health, their relationships, their families, and their ability to successfully perform their duties. Front line personnel are the ones delivering the services to the public, and their healthy well-being is paramount to the successful delivery of these services. Well-being includes physical, mental, and emotional components.

A component of front-line personnel includes operational supervisors (Captains), and Managers (Divisional Chiefs). In order to ensure that these personnel are properly equipped to successful perform these roles, and for the safety of those they are leading,

it is important that an effective succession planning and leadership development program be in place.

Implementation:

Leadership Development

2018/2019 - Develop and deliver leadership development training

2018 – 2019 - Utilize external consultants to conduct an analysis of all current WFES Officers, identifying existing leadership styles, and recommend tailored training to provide ongoing professional development of personnel. WFES must continue to improve its culture of supporting and promoting progressive leadership of all personnel in all Divisions. – *B1Platoon*

2019 - Run Fire Officer 4 in-house.

Develop succession planning program with cross-training opportunities (MFP Action G)

2017 - Succession planning education program rolled out in 2017 with budget.

2018 - Develop cross-training opportunities to prepare people for future Departmental leadership roles. Currently, personnel typically remain within the same Divisions throughout their careers, and it becomes difficult to move into Management positions

Mental Health and Wellness

2018 - 2020 - Expand partnership with Wounded Warriors Canada for the delivery of mental health programs to WFES personnel.

2018 - Reach out to Whitby Shores to develop partnership/programs for mental health services for WFES personnel.

2018 - 2020 - Further develop a mental health component as part of the WFES Training Complex in 2022.

Physical health and well-being

2017 - Introduce nutrition presentations and ongoing healthy lifestyle resources to WFES personnel.

2018 - Secure funding to create Well-Being Shift instructors – to train staff on physical health, mental health, nutrition, mental health and cancer prevention.

2018 - Create a Combat Challenge Team to develop fitness goals within Dept

2019 - Introduce annual physical work-related standards and testing to ensure all personnel are in physical condition required to safely perform job functions.

Performance Feedback Discussion System

2018 - 2020 - Develop and implement performance feedback system one Division at a time as part of Succession Planning and Leadership Development. Program to be tied into Departmental priorities, long range plan goals and Corporate priorities.

2018 - Roll out performance program to FP, Training, and Admin. Modify as necessary based upon feedback.

2019 - Roll out performance program to Suppression Supervisors (PCs, Capts, and Actors). Modify as necessary based upon feedback.

2020 - Roll out performance program to Suppression firefighters.

Objectives for Goal 2a

Obj 2a-1

Improve access to firefighting water supply in northern, non-hydrant covered areas.

Provide additional dry hydrant locations so that Fire Suppression Crews have more readily available options in non-hydrant areas. This will improve access to fire fighting water, resulting in more effective suppression activities.

Implementation:

Increase the number of dry hydrant connections in non-hydrant areas

2017 - 2018 - Install a dry hydrant connection at Mud Lake.

Ensure the intake is below water frost levels under the ice - *FCPAC*

2017 – 2018 - Develop annual inspection program to maintain existing dry hydrant connections.

Strategically position Tanker trucks and determine level of service.

2017 - Tanker relocated from Hall 3 to Hall 5.

2018 - New Tanker to be delivered and placed into service at Hall 5. Existing tanker to be relocated to another Hall as backup.

2018 - Conduct analysis of obtaining tanker shuttle accreditation. Determine resource requirements and costs if need is identified. – *B2Platoon*

Install rural 911 address signs (MFP Recommendation #9)

2017/2018 - Submit joint report from By-laws/Fire/Corporate Services to Council for their direction.

2018 - Determine communication/implementation strategy and begin to install required signs over a three year period. Consider including non-residential rural properties as well as residential - *FCPAC*

2021 - All signs installed.

Obj 2a-2

Improve depth of coverage/response time for additional crews in the Brooklin area

Implementation

Construct a fire hall in S/W Brooklin to service the emergency response needs of the growing community (MFP Recommendation #4)

2017 - Land purchase for the hall approved by Council.

2018 - Finalize land purchase.

2018 - Secure partnerships

2019 - Create committee to plan Hall and Training Complex for 2022.

Obj 2a-3

Improve medical service levels to correspond with Whitby's changing demographic

Between 2009 and 2014, Whitby Fire has arrived at medical calls prior to EMS, 98% of the time. Of these calls, Whitby Fire is on scene an average of 2 minutes and 46 seconds prior to the arrival of EMS. Equipping Whitby Fire with basic early intervention medical training and equipment reduces the risk of physical suffering and death to the residents of the Whitby community.

Implementation

Evaluate expanding medical services (MFP Recommendation #2)

2018 - Review early intervention medical expansion – Narcan, ASA, puffers, epi pens, glucose paste, etc. (Epi-pens and Narcan carried on trucks as of 2017).

2019 - Review annually – incidence of use, effectiveness, expansion, etc.

Obj 2a-4

Improve services within existing core Town areas to keep pace with growth from infills, etc.

As the Whitby community continues to grow, it is important that Whitby Fire continues to assess the services it provides to ensure that the needs of the community are being met. This assessment should occur annually – assess response types and call volumes to determine service needs.

Implementation

Renovate Fire Hall #2 to accommodate female firefighters, new health and safety requirements, and larger fire vehicles (MFP Recommendation #8)

2018 - design to be finalized. To tender in 2018.

2019 - Construction and occupancy.

Replace existing Rescue vehicle with vehicle designed to address modern-day technical rescue emergency calls (MFP Recommendation #8).

2017 - R and D to present to Senior Officer group in Aug 2017.

2017 - Specs to be developed, to tender, awarded and purchased.

2018 Rescue truck delivered. Existing rescue truck maintained as a back-up/rehab vehicle.

Appendix A

WFES Professional Development and Training

Operation Plan 2018-2022



Professional Development and Training Division 2022 Strategy reflects our vision to make WFES a leading model for Firefighter development and sustainability - one that is consistent with the current Strategic Plan and the Five Priorities under which we've identified and will operate under for years to come. A key element of this new approach is to showcase who we are and what we represent. As part of this plan, we are continuing to build quality relationships with Suppression, Risk Management and Public Education and Administration Divisions.

Our Top 5 Priorities

- Firefighter Professional Development and Preparedness**
- Education and Training**
- Safety of our Community**
- Professional Competency**
- Customer Service**

Our Brand

Our brand is much more than our logo or a piece of advertising. Our brand is the sum total of all we say and do as a Division. Building our brand presents an opportunity to connect with our community, firefighters, and respective Divisions. In addition to engaging new ideas, initiatives and influencers across the Region and Province. Our brand is our identity, who we are, what we do, and what we provide. As a Division, we understand the Departments' Mission and will help shape these guiding principles through: Leadership, Thoughts, Behaviors, Discipline, Skills, and Habits. Our identity is shaped through these guiding principles and we are committed to providing exceptional service to WFES.

Who We Are

Professional Development and Training is responsible for the education, training and implementation of procedures for both our new recruit firefighters and our firefighting personnel. We are passionate about developing and delivering quality education and training and will continue to improve our reputation for outstanding service. With the advent of new hazards, and new equipment and techniques, training is an integral part of the Fire Service, and is a continuous process for all firefighters. We must continuously strive to keep our skills and knowledge at a superior level. Based on the needs of the community, Professional Development and Training must stay abreast of the diversity of call volume. This is the single driver of our existence. For this reason, Training Division must be flexible and adaptive to these needs.

What We Do

The Corporation-Town of Whitby By-law #7263-17 has clearly defined the WFES 'Core Services' including reference guides in which Training Division can shape its vision through compliance. Examples of these are National Fire Protection Association (NFPA) and Occupational Health and Safety Act (OSHA). Our role as Professional Development and Training is to educate and train our staff within these parameters while being mindful of the Acts and Standards that govern our craft. New for this year (2017) in the Fire Department Establishing and Regulating By-law is the addition of low angle/slope rescue.

Training Division is tasked with simultaneously providing "quality control" services to our firefighters while being critical on how our success as a Division is measured. In order to implement an effective quality control program, we must first decide what standards our services must meet. The majority of firefighter skill sets are described through NFPA Standards which sets Job Performance Requirements as a benchmark. Next, we must collect data and results (for example, percentages of firefighters that do not meet this threshold). After this, corrective action must be taken to address the underlying issue (training vs competency) and a plan put into place to improve. This quality control process must be continuous and ongoing to ensure that remedial efforts, if required, have met JPR standards and to immediately detect recurrences should they arise.

Communication between Professional Development and Training and Suppression is paramount to the success of quality control. But that only addresses a method to measure firefighter proficiencies. We must explore areas that ensure Professional Development and Training is on the mark and meeting its responsibilities and mission. Qualitative research discussions amongst Department Divisions can address improvement opportunities or shortcomings. These discussions or interviews can be in the format of a formal crew meeting, a coffee break at an out hall, or individually based. The purpose here is to elicit peoples view and perspectives in a detailed and comprehensive manner. Quantitative research techniques can also be used to explore training hours conducted by Training Division, by subject etc. We can then explore when peaks of Training Division interaction was highest or examine any outliers where there was evidence of inactivity.

The next sections will provide background on the following:

Data Collection

WFES Training Requirements

WFES Training Responsibilities

5 year Tracking Chart

5 year Operation Plan

Sustainability Overview

New WFES Training Campus

Data Collection

Training Division Model (10 hour Days – Tuesday to Friday)

1 Chief Training Officer

2 Training Officers

Delivery Models

Training Division Delivered

Captain Delivered

Shift Trainer Instructor (Hazmat and Auto EX, Water)

E-Learning

Third Party Training

Theory Training (Teaching Skills) and Practical Training (Drill and Scenario based)

Legislative Requirements

OHSA 25 (2) (h)

OHSA 25 (2) (a)

Section 21 Guidance Note # 7-1, 7-2, 7-3, 7-4, 7-5

Town of Whitby Establishing and Regulating By-law

FPPA

Mandatory Training Requirements

Current WFES Services Provided

Emergency Medical Response (55% of our annual call volume)

Fire Suppression

Motor Vehicle Accidents

Water / Ice Rescue

Building Alarms

CO Alarms

Hazardous Materials

Elevator Rescue

Public Assistance

Specialized Services not provided

Confined Space, Trench Rescue, Structural Collapse, High Angle Rescue

These pose a challenge for WFES to determine what training needs to be provided, to whom, by whom, by what means, to what level and how it will be evaluated. These services can be accessed from other fire services.

WFES is trained to NFPA Awareness level Training in these 4 specialized disciplines. In the last 5 years, WFES has responded to 3 Rope related and 1 Confined Space Rescue emergency, all of which were handled by WFES.

Forecasted Firefighter Recruitment due to Retirements

2018: 0

2019: 2

2020: 4

2021: 6

2022: 4

WFES Training Requirements

Annual Requirements

Tanker: Rural Water Supply

SCBA Familiarization

Water Rescue (TD)

WHMIS (Feb)

Hydrant/Drafting/Relay/Aerial Pumping Exercise

Ethics (Code of Conduct & Conflict of Interest) July

PTSD/CISM/Cancer Awareness/FF Suicide Awareness

Rehab Set up

Fire Officer I (5 days)

Fire Instructor I (2 days)

Fire Officer II (5 days)

Biennial Requirements

IAPD Driver Training (TD) 2015

Ice Rescue (TD) 2015

Accountability 2015

FP Training Prop (Sprinkler Standpipe) 2016

Nuclear Decon 2016

Designated Officer Certification

Biannual Requirements

Live Fire (May/Oct) (TD)

CME (Jan/Sept) Makeup (Feb/Oct)

Wellness – Mental health, nutrition, physical fitness

| Regular Quarterly | Shift Trainer Instructor | |
|---|---------------------------------|----------------|
| IFSTA Review (PP, Video, Quiz) | Hazmat | Ice/Water |
| SOG Review | Auto EX | Low angle Rope |
| Sec 21 Guidance Notes | *recertification on odd year | |
| JHSC Minutes Review Quarterly Video (I-drive) EMR Directive Review Driver Training Fire Video | | |

| Outside Agencies | |
|-------------------------|-----------------------|
| OPG | Hydro |
| Enbridge | Go-Transit |
| CISM | Trans Canada Pipeline |
| Canadian Red Cross | |
| CP Rail | |

| Captain Delivered Training | Online Training |
|------------------------------------|------------------------|
| Hydrant and Pumping Exercise | Action Training |
| Tanker: Rural Water Supply | Anhydrous Ammonia |
| SCBA Familiarization | Enbridge |
| Ventilation Prop | MSA U |
| Firefighter Survival | WHMIS |
| Search and Rescue | |
| Aerial Training- Pick off Exercise | |
| Communication Exercise | |
| Building Audits | |
| Ropes, Knots, Hoisting | |
| 65mm Ground Monitor | |
| Portable Pump | |
| WISER | |
| Highrise Familiarization | |

5 Year Tracking Chart

Professional Development and Training Strategic Planning

| | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|------|------|------|------|------|
| Training Officer Development | * | * | * | * | * |
| Maintenance Training-Annual and Biennial requirements | * | * | * | * | * |
| STI delivery model expansion | * | | | | * |
| Research and Development Projects | * | * | * | * | * |
| Mandatory Officer Development Courses (x3) In-house | * | * | * | * | * |
| Firefighter Recruitments | | * | | * | |
| New Apparatus | * | * | | | * |
| Promotionals - Cpt: Written, Tactical, Oral | * | | * | | * |
| Promotionals -PC: Written, Tactical, Oral | | * | | * | |
| 1006 Rope Rescue Operations | * | | | | |
| New Equipment | * | * | * | * | * |
| Training Programs - Service Level Initiatives | * | * | * | * | * |
| Mental Health and Wellness | * | * | * | * | * |
| New Training Center | | | | | * |
| Additional Training Officer | | | | | * |
| Acquisition of New Training Props | | * | * | * | * |
| Fit Testing | | | | | |
| Fire Prevention Training Integration | | | | | |
| Cancer and PTSD Training Rollout | * | * | * | * | * |

5 Year Training Division Operation Plan

Year 1 – 2018

- Launch 1006 Rope Rescue Operations – Firehouse Subs Grant -training, equipment, 8 STI's (2 per crew)
- Deliver Fire Officer I, II, and Fire Instructor I
- New Ladder Truck Roll out Training
- Acting Captain Promotional Process (written, oral, tactical)
- Initiate integration of both Risk Management and Public Education and Administration into the Training Platform
- Revamp WFES Driver Training Program
- Member of Training to sit on Planning Committee for Training Complex
- CTO to step down as Chair of the Research and Development Committee
- PIARS
- Elevator Response Training?
- Medical Training Labs expansion
- QAPC Exam Process – B2Platoon

Year 2 – 2019

- Deliver Fire Officer I, II, and Fire Instructor I
- Firefighter Fit Testing to be coordinated by Logistics
- New Pumpers and Rescue Roll out Training
- Research and Development
- Utilize Secondments Assistance for Training
- Drill Training
- Deliver Fire Officer I, II, and Fire Instructor I
- Acting Platoon Chief Promotional Process (written, oral, tactical)
- Procurement of new Training Prop(s)
- Photovoltaic Systems Training
- Action Training Module restructure
- PIARS
- Low frequency high risk initiative ie: Industrial Entrapment
- Interagency Training EMS/Police

Year 3 – 2020

- Deliver Fire Officer I, II, and Fire Instructor I
- Confined Space Awareness
- Acting Captain Promotional Process (written, oral, tactical)
- Medical Training Labs expansion
- Research and Development
- Procurement of new Training Prop(s)
- Utilize Secondments Assistance for Training

Future Direction

Communications:

The "Blue Card" training program provides Fire Departments with a training and certification system that defines the best Standard Command Practices for common, local, everyday Strategic and Tactical emergency operations. Essentially, Blue Card is a communication system.

To date, our Platoon Chiefs have all been Blue Card Certified. WFES have continuously developed our communication model through training, mentorship and Officer Development courses. Our firefighters are taught theoretic and practical applications of Incident Command practices and communications in their first few years on the job. WFES command and communication practices currently incorporate several Blue Card principles. For these reasons, I do not see the benefit of adopting Blue Card Department wide.

Elevator Rescue Response:

SOG 405 has been under scrutiny since its adaptation. It is understood that a Guideline is just that, a guide to justifiable actions. The grey zone not addressed is 3.4 which speaks to immediate rescue and "doing whatever is reasonably necessary and safe with the equipment and training available to save lives"

An option to explore is to train firefighters on Elevator/ Hoist way safety, operations, types, functions, trouble shooting, lock out/tag out procedures etc. Preplanning the types of elevators in our districts will be valuable in determining locations, type, age, and breaching operations.

There are 3 options.

1. If there is a drop key slot the success rate with those keys is almost 100% (user friendly).
2. In the unlikely event that the drop key doesn't work a "hook" to lift up the linkage bar
3. The hockey stick method from the adjacent elevator.

Generally speaking 90% of all elevator rescues is the door acting up and after shutting down the power fire personnel can easily gain access.

The other 10% is beyond our scope and we must therefore wait for an elevator mechanic.

There are Training Props available for tactile demonstrations.

It should be noted, that WFES has responded to an average of 10 Elevator response calls per year. None of these were an emergency life threat. Also worth mentioning is

the majority of these calls come from one complex which have recently replaced all of their elevators.

Medical Response:

Currently, every firefighter completes 16 hrs of medical training per year. WFES responds to over 55% medical related calls. This dichotomy is clear. Training Division is committed to bridge the gap between training hours and run time. Procurement of training props and the introduction of quarterly “medical labs” will enhance training and allow for H.O.T and reinforcement of skills. This will give Training Division a lane to evaluate our firefighters practical skill set that is currently not being measured or assessed. Further look shall be given to the enhancements of symptom relief drugs in our medical supply compliment.

PIARS:

Training Division will continue to make this a Divisional priority. The goal of PIARs is to bring all WFES together (including FP) on operational consistencies and to improve service delivery through lessons learned.

Strategy Tactics and Tasks Manual:

A joint project with the Platoon Chiefs and Training Division, we are committed to this new initiative project. Tied to operational consistency, this manual/guideline and training will bring Fire Dynamics to both the whiteboard and fireground.

Rescue Truck Adaptation:

The timing of a new Rescue Truck can present opportunity for a realignment of core services. In consultation with the Senior Officer Group, a closer look into a jump truck option should be explored. Bringing our STI support models together on a single truck(s) will assist the perishable skill set on certain disciplines, eliminate watered down training lost through interpretation and improve our service delivery model by having specialized firefighters on one apparatus. STI's can be stationed on this truck and be trained to the Technician level for Haz/Auto EX/Low angle/Water Rescue.

Example: Station X- Rescue and Aerial
Station Y- Pumper and Tanker

Slope Rescue - 1006 Core Ops:

In light of the new NFPA 1006-Standard for Technical Rescue Personnel, Professional Qualification Standard, Chapter 5 (Low angle Rescue) has been removed. In its place, Chapter 5 now defines Rope Rescue to Awareness, Operations, and Technician Levels. Looking ahead, WFES would be better positioned to include all components of Core Ops (low-angle) and also complete the Standard requirements for Rope Operations. This would still meet the language and purpose of the Establishing and Regulating By-

Laws and allow our firefighters to work in a supportive role in an automatic aid high angle rescue incident.

Action Training - Self Study Model

This year marked a shift in how the online content was delivered. As a part of the development process for our Captains (and Actors). Changes were made this year to reflect rank and development. All Captains (including Actors) were enrolled in Fire Officer (NFPA 1021), First on Scene/Size up and Incident Command and Management Modules.

In addition, all firefighters were put through Pump Ops NFPA 1002.

Shift Trainer Instructor Model

WFES utilizes on shift instructors to support Training Division in Hazmat, Auto EX, Water Rescue, and Low angle Rope Rescue (2018). Moving forward, it is recommended to dedicate 2 quarters of training per discipline.

Example:

| 1 st Quarter | 2 nd Quarter | 3 rd Quarter | 4 th Quarter |
|-------------------------|-------------------------|-------------------------|-------------------------|
| Hazmat | Auto Ex | Hazmat | Auto Ex |
| Ice Rescue | Rope | Water Rescue | Rope |

The STI disciplines will require 2 annual meetings and 2 Instructor Training days per discipline. This model will ensure a quality product that can be managed and maintained by Training Division effectively.

*Another option is to bring together both Water Rescue and Rope Operations STI's to one team of Instructors

Officer Development Courses:

With the completion of our first year of 3 Officer Development Courses: Fire Officer I, Fire Instructor I, Fire Officer II, Training Division is looking to standardize the intake. These courses will be available to all Firefighters who are at 1st Class for a minimum of 2 years (will be phased-in): - B2Platoon

Spring Enrollment: Fire Officer I, Fire Instructor I

Fall Enrollment: Fire Officer II

*Expansion of Officer Development would see the addition of a Fire Dynamics Course

Sustainability Overview

Over the course of the next 4 years PDT will be challenged with the task of maintaining our current service levels, meeting the growing needs of the Community and Department. In this time, 47 % of WFES will be going through their promotional classes (56 firefighters). Over the last 10 years (2007-2016), assessments were attainable due to the average recruit class size of 2.5 recruits per hiring.

The reality of this growth spike equates to the following (annually):

48 Class exams

32 Performance Evaluations

96 Practical Assessments

128 Driver Assessments

128 Pump Ops Assessments

TOTAL = 428 Assessments

***512 hrs + prep and planning**

Currently, Training Division does not have the capacity to sustain these assessments.

Practical Assessment Recommendation: Recruit firefighters coming to Whitby must meet NFPA 1001 Standards prior to hiring. In doing this, they have demonstrated that they have met the bonafide job requirements. During WFES recruit class, Training Division will conduct its own skills assessment by having each recruit demonstrate that have met and surpassed the skills expectations. During their 4 years of class promotions, Training Division conducts annual skills assessments (3 skills annually) to ensure these job performance skills are maintained. Over the last few years on conducting practical assessments, it has become evident that with this triple redundancy, recruit firefighters have not had any issues performing these skills. I do believe that maintenance is crucial to the development of new firefighters, however, Training Divisions time can be better spent. My suggestion is for Suppression Captains to act as the conduit for the practical assessments and conduct all 12 within a recruits first year of service.

WFES Driver Program:

Currently, there are 4 components to the program:

1. Recruit Assessment
2. Pump Ops Course/Written and 4 Practical Assessments
3. Driver Course/Rodeo (formerly IAPD)
4. Accumulated Hours

The 4 components of the Driver Program will take on average 1 to 2 years to complete certification prior to being released to drive any WFES fire apparatus. With the current growth in mind, and the limitations to the number of available drivers on shift, it has become apparent that change is required.

WFES Driver Program Recommendation:

1. Recruit Assessment
2. Pump Ops Course/Written and 4 Practical Assessments (through training conducted by Suppression Captains)
3. Captain Driver Evaluations
4. Specialty Truck Assessments- Ladder/Platform/Tanker (through training conducted by Suppression Captains)
5. Accumulated Hours

Amendments to Driver Program:

-There will no longer be a graduated system to drive to emergency calls (non-structure fire).

-Recruits will be assessed on the apparatus they are stationed on, and will not be cleared to drive specialty vehicles until such time that their Captain has signed them off.

Firefighter Performance Evaluations (4, 8, 11 months) Recommendation:

During recruitment, Training Division works intimately with our recruit firefighters as we coach, teach and mentor their new careers. At the half-way mark of a recruit class, Training Division includes a performance evaluation with each recruit. This evaluation is conducted by the CTO and Training Captain/Officer.

For the next year, the recruit is being evaluated by their crew, more particularly their Captains. With the CTO providing training updates and reminders on training requirements, and the DC participating, it is recommended moving forward, the Division Chief of Suppression (Platoon Chief) facilitate the 4, 8, and 11 month evaluations.

Fit Testing Recommendation:

Reallocate biennial fit testing to Asset Management/Logistics Office

New WFES Training Campus

Mapping

Physical Location

Staffing needs

Facilities

Equipment

Classroom

Wounded Warriors

Mental Health Support

Inventory requirements

Budget demands

Programs

Testing/Certification

Combat Challenge

Academics

Sponsorships

Recruit Firefighter Testing

Regional Facility

Joint Training Initiatives

Special requirements: smoke/search tower, water retention, driver circuit, training props

Mental Health component

Initiatives:

Live Fire

Water/ice rescue

Auto Extrication

Forcible Entry

Roof ventilation

Search & Rescue

RIT Training

Survival training

Driver Training

Pump operations

Ladder training

IMS training

SCBA training

Hazmat training

Classroom theory training

Ventilation training

Firefighter assessments

Drafting operations

Medical training

Aerial training

Portable pump training

Future Rope Rescue Program

Confined Space awareness

Foam training

Accountability training

CriSys Training

Stage 1-3 Firefighter Testing

Salvage & Overhaul

Catching hydrants

Specialized Training Equipment:

Some firefighting disciplines require specialized equipment in order to properly train firefighters. Without this equipment Training Officers have to pretend, improvise, or in some cases just show video's on how to effectively and safely bring the emergency to a satisfactory conclusion. Should one of our fire crews have to deal with these types of emergencies, they rely on a video based training on how to properly and effectively mitigate the situation. This type of training is sufficient when coupled with a practical session, however when used alone could lead to serious injuries and in some cases death of a firefighter on the fireground.

The following is a list of training props required to raise our firefighters from a basic minimum training level, to a more advanced level where today's firefighter needs to be, to safely and effectively do his/her job.

Car Fire Prop

Hazmat Prop

Confined Space Prop

Trench Rescue Prop

RIT / Survival Prop