Service Business Plan

Service Name	Fire 911 Communications	**Service Type**	Public
Service Owner Name	Dawn Jarvis	**Budget Year**	2019
Service Owner Title	Manager, Fire Administration and Communications		

Service Description

A public service responsible for effective 911 fire call handling and dispatching of the required fire resources in order to mitigate emergencies and monitor emergency responders and the public during an emergency call for assistance.

Current State

Customers & Their Expectations	This service is delivered to: • Public (residents and visitors). • Property Owners, Business owners and their employees. • Council, supporting priorities and action plans outlined in the City of Burlington Strategic Plan. • Town of Oakville and Town of Halton Hills by providing fire emergency dispatch services. • Fire emergency responders, by providing emergency and non-emergency scene communications and coordination of fire resources. • Bordering municipalities, by providing support emergency services as required through established Mutual and Automatic Aid Agreements. Their expectations include: • Compassionate, Knowledgeable and well-trained staff •Timely alarm handling
Existing Service Delivery	To provide a community public safety answering point (PSAP) to commence and coordinate the response of fire protection resources, manage the flow of incident-related information to and from emergency responders and/or community agency resources. Monitor the status of emergency responders, assign additional resources as required; all the while emphasizing the safety of the public and emergency responders. The City of Burlington provides 911 fire call handling and dispatching services for the Community's of the City of Burlington, Town of Oakville and Town of Halton Hills.
Existing Customer Engagement Tools / Methods	Department survey(s), community satisfaction survey, Community Report, social media (Facebook, Twitter, YouTube), annual open house, 311 one call service, 911 emergency call service, email (firedepartment@burlington.ca)
Is this Service Provincially Legislated?	

For this Service are there Approved Service Standards?	Yes	A) Establishing and regulating Bylaw (90-2012) B) National Fire Protection Association (NFPA) Standards 1221 and 1061. NFPA were adopted by the Office of Fire Marshall.

Sub-Services

Recent Continuous Improvement Initiatives

In 2018,
Computer Aided Dispatch (CAD) System Replacement: The fire dispatch centre replaced the CAD system, which is critical system in the overall ability to provide effective and timely emergency response. This improvement supports interoperability with 75% of the fire departments in the Region of Halton. It also supports future continuous improvement objectives outlined in Emerging Opportunities.

Alternate Dispatch Centre: The Burlington fire department is currently working towards establishing a new and improved alternate location that will improve fire dispatch resiliency and continuity of operations for fire emergency dispatch services. This will allow for fire dispatch to remain operational for any extended period, with a fast recovery time and minimal disruption to fire emergency response services. In addition, it will allow for ongoing training supporting emergency management planning and continuity of operations.

Expanded Fire Dispatch Service Delivery: In November the City of Burlington fire dispatch centre officially started to provide fire dispatch services to the Town of Halton Hills. This expansion in service delivery supports having a fire communications centre that services three (3) of the four (4) municipal fire services within Halton Region, which provides for greater regional situational awareness and shared information during multi-jurisdictional incidents. In addition, this expansion of service supports multi-jurisdictional good governance and fiscal responsibility.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	Participate in an emergency medical services interoperability framework project; when the opportunity arises. The goal will be to integrate emergency medical services (ambulance) computer-aided dispatch system with fire services computer-aided dispatch system. This will allow for automatic/simultaneous notification to fire dispatch of the need to respond to medical emergencies; in-keeping with the established inter-agency response protocols outlined in the existing Region of Halton Tiered Response Agreement. This will improve medical incident notification time to assist with BLS (basic-life support) patient assessment and care needs. NG9-1-1 – Next Generation 911 is the modernization of 911 networks to meet the public safety needs of Canadians, this is a transition to Internet Protocol (IP) technology regulated by CRTC (Canadian Radio-television and Telecommunications Commission). This will enable Canadians to access new, enhanced, and innovative 9-1-1 services with IP-based capabilities. The full scope of technology infrastructure replacement and requirements will be a significant undertaking. Initiate the development of a Fire Master Plan (FMP) as part of the Burlington fire department's (BFD) strategic planning process. The FMP will guide the BFD's delivery of fire prevention, education and protection services through a strategic framework and recommended action plan. The completion and implementation of a FMP is designed to incorporate the City's strategic objectives, industry best practices, including relevant standards and legislation. Specifically, the Plan supports good governance, fiscal sustainability, and commitment to serving the City's residents, visitors and businesses.
Anticipated Risks	The City has experienced severe weather such as wind/rain storms and ice storms, which can have a negative impact to emergency communications capability. The Fire Department is working to establish an alternate backup location in order to improve continuity of operations and recovery time objective for fire dispatch services.

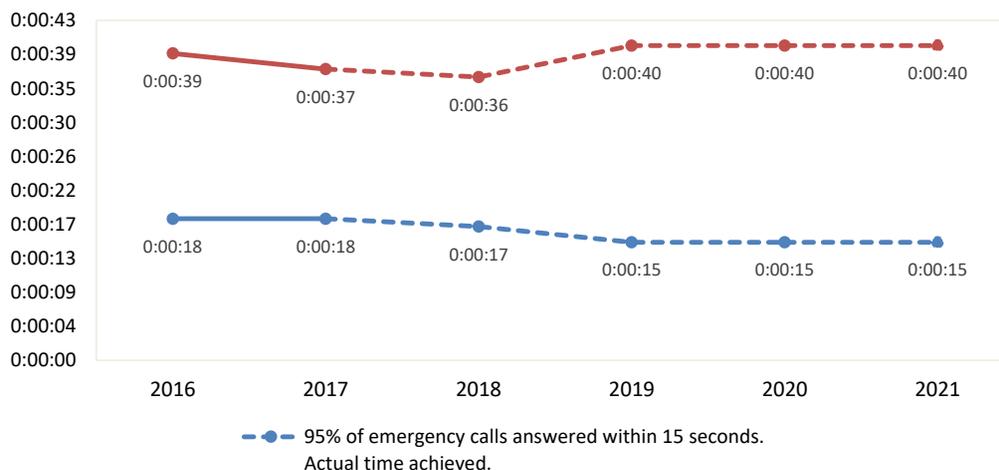| Service Objectives	Target Completion
Replace the existing records management system (RMS) with a more robust solution that will accommodate the changing needs of the fire department(s). This will include; however, is not limited to; emergency incident records and performance, building construction and occupancy information available to emergency responders, duty roster, site visit and inspections tracking to list a few. A full gap analysis will be conducted to clearly identify the current and future requirements.	Dec 2020
Implement an improved mobile CAD solution for improved automatic vehicle location system to determine the geographic location of the nearest fire truck to a call for assistance. This initiative will improve response to calls for assistance by allowing the dispatcher to dispatch the closest apparatus to the incident location.	Mar 2019
Install a display wall within the fire public safety communications centre to allow for vital information to be displayed for quick visual reference. This will be used to improve response times and greatly improve shared vital information. The display wall will be fed with a variety of source information, such as vehicle locations, traffic flow, weather, traffic cameras, social media feeds, etc. It will provide the public safety communication centre with a control point for emergency incidents and major events.	Mar 2020
Complete the alternate fire dispatch location. The Emergency Management and Civil Protect Act, 1990 and National Fire Protection Association Standard 1221 outline the requirement to have an alternate emergency communications center. The current alternate location does not provide a long-term sustainable option that will meet these requirements.	Mar 2019
Network improvements in the fire dispatch centre to improve speed of technology. The reliance on technology continues to grow in the fire dispatch centre. Improvements to the network infrastructure throughout the facility, will improve performance and reliability.	Jun 2019
Improve fire emergency radio communications reliability by providing communications over a fibre wire connection versus the existing microwave infrastructure. Continued population density intensification within the Region and the existing geographical locations of the towers and dishes, microwave radio transmissions will become more and more disrupted based on existing intensification plans within Regional municipalities. By changing the current radio connectivity solution to a fibre solution provides; a highly reliable permanent solution, eliminates current disconnection experiences during major weather events, works with existing radio infrastructure and can be implemented at a lower cost than the addition of new radio telecommunication facilities.	Dec 2019

MEASURING SUCCESS

How much did we do?

Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
# of fire emergency calls processed	24,448	13,637	24,662	24,822	26,738	28,608	28,929	29,709

*Note: City of Burlington fire public safety communications centre processes emergency calls for the City of Burlington, Town of Oakville and the Town of Halton Hills

How well did we do it?

Performance Measurement	Achieved Fire 911 Call Answering Time (hh:mm:ss)
Story behind the data	The National Fire Protection Association (NFPA) industry best practice for fire emergency call answering is as follows: Emergency call answering is measured from the time the call rings on an emergency line to the time the call is answered. Performance target of 95% of emergency calls received on emergency lines shall be answered within 15 seconds and 99% shall be answered within 40 seconds. Emergency call answering times can only be provided starting in 2016 due to improved technology and reporting capabilities.

Achieved Fire 911 Call Answering Time (hh:mm:ss)

- – • – 95% of emergency calls answered within 15 seconds. Actual time achieved.

Is anyone better off?

Performance Measurement	Achieved 911 Call Handling Time (hh:mm:ss)
Story behind the data	The National Fire Protection Association (NFPA) industry best practice for emergency call handling is as follows: Emergency call handling is measured from the time the emergency call is answered to the time fire resources are dispatched. Performance target is 80% of emergency alarm call processing shall be completed within 60 seconds and 95% of alarm call processing shall be completed within 106 seconds Public safety telecommunicators (dispatchers) provide the first critical contact for those in need of emergency services, they are the first of the first responders. They must ascertain the location nature and extent of the emergency. If you do call 911, remember to listen carefully, speak clearly and try to remain calm. Always provide the type and location of the emergency.
Where do we want to go?	To explore opportunities to improve call handling times, either through technology advancements, education or improved processes to achieve or surpass established NFPA performance targets for call handling times.

Achieved 911 Call Handling Time (hh:mm:ss)

Legend: 80% of the time emergency calls will be handled within 60 seconds (00:01:00).
Actual time achieved.