Appendix A: TFS Initiatives: CFAI and Operations Deployment Review

Since achieving accreditation in 2019, TFS has worked towards continuous improvement including the creation of the Operations Deployment Review (ODR) to address recommendations made by the Commission on Fire Accreditation International (CFAI). The status of the recommendations from CFAI and the initial findings from the ODR are provided below.

Commission on Fire Accreditation International (CFAI)
In March 2019, Toronto Fire Services earned accredited agency status from CFAI. As part of an annual compliance for CFAI, TFS reports on the changes being made within the organization to improve performance in our key service areas and address the recommendations made by the CFAI committee.

TFS received a number or recommendations from CFAI intended to ensure a path of continuous improvement. The recommendations that align with fire emergency response are outlined in table A1 below with their current status. Many of the recommendations have been assigned to the ODR to further investigate changes TFS could be making.

Table A1: Recommendations for TFS emergency response continuous improvement from CFAI.

Recommendation	**Status (2021)**
It is recommended the agency better align the standards of cover with the risk assessment.	As part of the ODR Committee, the Staffing Committee completed and presented proposals that involve five (5) apparatus re-locations and changes to staffing models for specialty apparatus. These changes will result in increased City Wide performance in the form of TRT and EFF times (based on projections from The TFS Analytics and Decision Support Division).
It is recommended that the agency incorporate fire protection and detection system into the risk assessment, especially with respect to commercial and high-rise structures.	The TFS Analytics and Decision Support Division are incorporating fire detection and protection systems into the building stock data base. Once the data base has been updated, a team of internal stakeholders will meet to discuss the potential for changes to the Community Risk Assessment/Standards Of Cover.

Recommendation	Status (2021)
It is recommended that the agency incorporate its various analytical efforts into a single annual assessment process that supports program appraisal efforts in a consistent manner.	TFS has adopted the RBA framework in the annual appraisal process. This framework allows TFS to articulate the value of programs and at the same time focus on improving performance through the evaluation of headline measures.
It is recommended the agency conduct a critical task analysis that aligns with and informs the deployment of resources within the standards of cover.	The ODR completed and presented a document identifying each critical task required for every Incident Type presently used by TFS. The identification of these individual tasks will be used to determine response levels for corresponding Incident Types.
It is recommended that the agency review the types of calls that are included in the technical rescue program for opportunities to disperse some of the current responses to all stations in order to improve the reliability of the technical rescue units.	The ODR has presented initial recommendations that include changes to the distribution of Technical Operation attributes spread over greater number of apparatus. The focus is on elevator rescue, trench rescue and auto extrication. This will form a major segment of the second phase of the ODR currently underway.
It is recommended that the agency continue with its plan to implement certified training to ensure that all members in the technical rescue program are properly trained and current to perform their duties within the program. This recommendation also applies to performance indicator 5H.2.	TFS has continued to organize training in support of NFPA 1006 Certification for all Technical Operations. NFPA 1006 Structural Collapse Operations Level Course. Realignment of the Deputy Fire Chief of Operations program areas and the creation of a Division Commander of Technical Operations implemented in 2020 to support training standards. In addition, the Technical Operations Division was expanded by redeploying 44 staff from Operations to increase the number of minimum staff on technical operations apparatus from five (5) to six (6). These changes involved 11 apparatus.

Recommendation	Status (2021)
It is recommended that the agency review the services offered by the marine and shipboard rescue and firefighting program to include all services that this program provides in its deployment objectives in order to gather the performance and data information to show the true value and benefit that the program provides.	The ODR made recommendations to increase the minimum staffing on the Marine boat. Subsequently, the Marine Division has added one firefighter per shift allowing it to now operate independent of a land-based crew for all marine event types except for Fire and Fire Alarm incidents. Other Program enhancements in 2020 include: expansion of trained Marine Emergency Duties staff, amended staffing documents to better align with program requirements, received Transport Canada approval for expanded use of the vessel's life boat and expanded Vessel-based/Water-based rescue capabilities.
It is recommended that the agency develop a plan to integrate the HUSAR program with other related programs in order to assist in achieving the staffing, training and equipment deployment objectives.	The critical tasking committee for alarm assignments recommended the implementation of: response changes for Fire Alarm events including the partial adoption of NFPA 1710 for single apparatus response to low-risk buildings (this to be locally adjusted to two apparatus). Increasing response assignments to high- risk building fires/alarms.

Operations Deployment Review

In January 2020, TFS began a review of the deployment of operational resources in accordance with City Council direction and CFAI recommendations. This work was delayed at the start of pandemic as many of the committee leads were redeployed but recommenced by mid-year. It faced further delays due to TFS' role in the vaccination roll out. The committees work continues, and further recommendations are expected in the coming months, with implementation in 2022.

The review presented its first 11 recommendations in October 2020, which are summarized in Table A2 below. As part of the analysis in making the recommendation the estimated impact on city wide performance was calculated with the move. The majority of the listed recommendations came into effect January 1, 2021. The impact of each these recommendations is currently being monitored with at least a full year of data required to provide conclusive impact, but early results of the localized impact to the stations run area at the six-month mark are showing the intended impact.

Table A2: Status update on Initial TFS Operations Deployment Review Recommendations

Recommendation	Description	Status	Initial Performance Impact (as of June 2021)
#1 Conversion to a Two Command model	Restructure the current four command model to a two command model that more equitably balances staffing numbers across the city and enhances overall service delivery and addresses forecasted risks and needs of a vertical city.	Implemented	No performance impact anticipated.
#2 Up staffing the Fire Boat Crew	By adding a permanent firefighter to the pumper located at Station 334 (where the fire boat is docked), the pumper is able to provide a firefighter to the fire boat allowing it to be operational to sail under Marine regulations. This will improve the response time of the fire boat.	Implemented	Positive impact YTD to fire boat response time and evidence of improvement in TRT for boost crew stations.
#3 Relocating DC11 to station 116	Movement is anticipated to have a positive impact on TRT and EFF.	Implemented	Not enough data available
#4 Relocating DC 14 to Station 141	Moving the District Chief base location will balance District Chief response areas and address overcrowding at station 142.	Implemented	Not enough data available
#5 Relocating A321 to Station 125	This movement was made to balance the concentration of aerial crews responding to fire incidents.	Implemented	Net positive improvement to TRT

Recommendation	Description	Status	Initial Performance Impact (as of June 2021)
#6 Relocating A326 to Station 213 as a Pumper	This movement was made to balance crew concentration and improve EFF in wards 23 and 25.	Implemented	Net positive improvement to TRT
#7 Relocating Haz332 to station 326	Fire CBRNE response is more effective outside of the downtown core where the highest threat is, as it could better assess the situation should a major incident occur. Additionally traffic congestion makes it difficult for the apparatus to respond outside the downtown core currently.	Implemented	Improved TRT compared to 2021 for unit.
#8 Relocating S445 to station 441	Working towards better coverage of specialized crew in the city. The movement would provide the apparatus access to the highway.	On hold	NA
#9 Minimum staffing of 4 staff on specialized apparatus	Four personnel can effectively and safely initiate technician level tasks. In service training is difficult with only 3.	Implemented	No response performance impact anticipated.
#10 Adjust Initial Alarm assignment to a fire call originating from a single source.	Adjust initial response to two crews to do assessment to better align with NFPA 1710, understanding that there is a low likelihood of having a fire with loss when it comes from one call source.	Implemented	Implemented April 2021, not enough data available.

Recommendation	Description	Status	Initial Performance Impact (as of June 2021)
#11 Initial alarm assignment to a residential building built before 2007.	Increase initial deployment to residential buildings that were built prior to 2007, as they are not required to have a sprinkler system and therefore have a greater risk of fire spread.	Not implemented	N/A