

**HALIFAX**

# **Evolving the Fire Service: An Operational Review**

**Implications of Proposed Amendments**

Committee of the Whole  
March 25, 2015

# Overview

- HRFE recommendations are intended to make lasting improvements to the fire service
- improvements not served by maintaining status quo
- addressed the changing demands of the fire service by relocating existing resources
- no additional staffing or additional costs other than staffing Station 28 (Sheet Harbour) with E Platoon and future capital costs of relocating Stations 8 (Bedford) & 9 (Sackville)
- Council proposed four amendments to the HRFE recommendations and requested an assessment of the implications of the proposed amendments



# Background

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# Four person crews provide for increased safety and fireground effectiveness

- NFPA 1710 - Standard for the Organization and Deployment of Fire Suppression Operations and Special Operations to the Public by Career Fire Departments
- Occupational Health and Safety Appeals Board
- U.S. Department of Commerce - National Institute of Standards and Technology (NIST)



# Staffed aerials are needed on both sides of the harbour

- Aerials are a specialized firefighting resource
- Fire Underwriters Survey (FUS)
- Station 2 (University Avenue) is the optimal location for an aerial on the peninsula
- Station 12 (Highfield Park) is the optimal location for an aerial in Dartmouth



# Proposed Amendments

1. To remove recommendations 2 and 5(c).
2. To provide that the urban volunteer model be revised with input from volunteers through the Volunteer Fire Advisory Committee or other body as appropriate.
3. To authorize staff to initiate the process to improve and increase coverage by relocating Station 8 to the area between the 102 and 101 intersections and Bedford Commons, and construct a new station on Larry Uteck Drive and assign a 24/7 crew of four firefighters at this station per the Fire Underwriters Survey recommendations Option 2 for zone 8.
4. That staff provide the cost of staffing all stations with four firefighters.



# General Cost Considerations



# Per station cost estimates

Table 1: Per-Station Cost Estimate

Expense*	Closure	Volunteer	E-Platoon	24-7
Staffing	\$0	Honorariums	\$530,000	\$2,118,000
Operating	\$0	\$36,000	\$46,000	\$98,000
Fleet (Maintenance)	\$0	\$15,000	\$15,000	\$15,000
<b>Total Ongoing Cost</b>	<b>\$0</b>	<b>\$51,000</b>	<b>\$591,000</b>	<b>\$2,231,000</b>
Equipment	\$0	\$75,000	\$25,000	\$100,000
Recruitment Training	\$0	\$0	\$140,000	\$560,000
<b>Total One-Time Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>165,000</b>	<b>\$660,000</b>
Station Retrofitting	<b>\$0</b>	<b>\$0</b>	\$125,000	TBD
New Station Construction	<b>\$0</b>	<b>\$0</b>	\$2M - \$4M	\$5M - \$7M

\* Figures rounded to nearest \$1,000 increment.





# Upfront costs

- issued equipment and station wear is approximately \$5,000 per firefighter
- training costs, calculated on a per career recruit basis is \$28,000
- stations currently configured for volunteer operation will require retrofitting to house career crews – projected range is \$50,000 to \$200,000
- retrofitting costs for former E Platoon stations is minimal



# Career recruit training cost

**Table 2: Career Recruit Training Cost Calculation**

<b>Expense Type</b>	<b>Cost</b>
Training Officers (4)	\$150,000
Consultant Fees	\$4,000
Seconded Personnel (4)	\$130,000
Backfill Overtime	\$20,000
Facility Rental	\$16,000
Materials	\$15,000
<b>Total Cost</b>	<b>\$335,000</b>

\* Materials costs include propane and plywood used during fire training exercises..



# Ongoing costs

- station operating costs range from \$9,000 to \$200,000
- volunteer honourariums and stipends are included in current budget
- career staffing costs increase over time
  - E Platoon staffing model
  - 24/7 staffing model



# E Platoon staffing costs

**Table 5: E Platoon Staffing Costs**

<b>Year of Operation</b>	<b>Total Staffing Cost * (Per Station)</b>
Year One	\$378,143
Year Two	\$438,644
Year Three	\$484,022
Year Four +	\$529,397

\* Costs based on IAFF salaries effective as of October 1, 2014.



# 24/7 staffing costs

**Table 6: 24/7 Staffing Costs**

<b>Year of Operation</b>	<b>Total Staffing Cost * (Per Station)</b>
Year One	\$1,512,571
Year Two	\$1,754,578
Year Three	\$1,936,090
Year Four +	\$2,117,587

\* Costs based on IAFF salaries effective as of October 1, 2014.



# Motion to Remove Recommendation 2

## HRFE Recommendation 2:

Endorse the consolidation of equipment, career personnel and volunteer personnel in the core fire stations, to more effectively deliver fire services, and authorize staff to decommission Stations 4 (Lady Hammond), 11 (Patton Road) and 13 (King Street).



# Career staff redeployment to meet operational needs

Table 7: Career Staff Redeployment

Station	Staff and Equipment Redeployment
Station 4 (Lady Hammond)	Transfer to Station 2 (University Avenue) to staff an existing, but currently unstaffed, Aerial truck.
Station 11 (Patton Road)	Transfer to Station 58 (Lakeside) to give Station 58 a staff complement of four firefighters per shift.
Station 13 (King Street).	Transfer to Station 12 (Highfield Park) to staff an existing, but currently unstaffed, Aerial truck.



# Station 4 (Lady Hammond), Station 11 (Patton Road) & Station 13 (King Street)

- Option 1 – Decommission Station
- Option 2 – Convert to Volunteer Staffing
- Option 3 – Convert to E Platoon Staffing
- Option 4 – Maintain 24/7 Staffing





# Cost to keep 24/7 stations currently slated for closure open as 24/7 stations

- single station
  - total annual incremental cost would be about \$1,626,000 in Year 1; Year 4 incremental cost would rise to \$2,231,000
  - total one-time cost to equip 20 firefighters is about \$100,000
- all three stations
  - total annual incremental cost would be about \$4,878,000; Year 4 incremental cost would rise to \$6,693,000
  - total one-time cost to equip 60 firefighters is about \$300,000



# Motion to Remove Recommendation 5(c)

## HRFE Recommendation 5(c):

Decommission volunteer sub-stations 25 (Ostrea Lake-Pleasant Point), 31 (East Ship Harbour), 36 (Meagher's Grant), and 43 (Grand Lake/Lakefield)



# Station 25 (Ostrea Lake), Station 31 (East Ship Harbour), Station 36 (Meagher's Grant) & Station 43 (Grand Lake/Oakfield)

- Option 1 – Decommission Station
- Option 2 – Maintain Volunteer Staffing
- Option 3 – Convert to E Platoon Staffing



# Costs to keep volunteer stations currently slated for closure open as volunteer stations

- single station
  - annual incremental cost for Year 1 is about \$51,000; no increase in subsequent years
  - one-time incremental cost of about \$75,000 to equip 15 firefighters
- all 4 stations
  - total annual incremental cost for Year 1 is about \$204,000; no lift in cost in subsequent years
  - Total one-time equipment costs (60 firefighters) is about \$300,000



# Motion to revise the urban volunteer model with input from VFAC

- current Volunteer Fire Advisory Committee (VFAC) has been in existence since 2012 - meets on a monthly basis
- purpose is to bring volunteer concerns and recommendations to the Fire Chief
- comprised of 20 volunteers including 2 representatives from each firefighting division
- includes a combination of volunteer officers & firefighters
- includes the Volunteer Program Manager (non-voting chair), and division commander (non-voting)
- 2 Councillors regularly attend (non-voting)



# Motion to relocate Station 8 and construct a new station

- Option 1 – Relocate Station 8 (Bedford) and Station 9 (Sackville)
- Option 2 – Maintain existing Station 9 (Sackville) in present location and build two new stations. Decommission current Station 8 (Bedford)
  - Sub-Option A
    - staff current Station 9 on volunteer basis. Staff relocated to Station 8 and new station on 24/7 basis using existing career staff from Stations 8 & 9
  - Sub-Option B
    - staff current Station 9 on E Platoon basis. Staff relocated to Station 8 and new station on a 24/7 basis using existing career staff from Stations 8 & 9
  - Sub-Option C
    - staff all three stations on a 24/7 basis



# Motion to provide costs of staffing all stations with 4 firefighters

- 25 volunteer fire stations
- HRFE recommends decommissioning four volunteer Sub-stations (25 – Ostrea Lake, 31 – East Ship Harbour, 36 – Meagher’s Grant & 43 – Grand Lake/Oakfield)
- 21 volunteer only staffed stations not recommended for decommissioning
- 6 of these stations were previously operated on an E Platoon basis



# Former E Platoon Stations





# Station 20 (Lawrencetown), Station 47 (Goffs) & Station 55 (Seabright)

- Option 1 – maintain volunteer staffing
- Option 2 – convert to E Platoon staffing



# Station 23 (Chezzetcook)

- Option 1 – convert to E Platoon staffing by redeploying staff from Station 21 (Lake Echo)
- Option 2 – maintain volunteer staffing



# Station 56 (Blackpoint)

- Option 1 – staff station with 2 career staff
- Option 2 – convert to E Platoon staffing



# Station 62 (Harrietsfield)

- Option 1 – decommission Station 62 (Harrietsfield) and Station 63 (Sambro); construct a new station staffed with E Platoon
- Option 2 – rebuild Station 62 (Harrietsfield) and maintain volunteer staffing
- Option 3 – rebuild Station 62 (Harrietsfield) and staff with E Platoon



# Volunteer Only Stations



# 15 stations have never operated on an E Platoon basis

- Stations 19 (Lawrencetown), 22 (North Preston), 26 (Oyster Pond), 28 (Sheet Harbour), 29 (Moser River), 30 (Tangier), 33 (Three Harbours), 34 (Mushaboom), 35 (Cooks Brook), 39 (Upper Musquodoboit), 40 (Dutch Settlement), 41 (Waverley), 42 (Wellington) 48 (Beaver Bank), and 52 (Prospect/Shad Bay)



# Current volunteer staffed stations

- Option 1 – maintain volunteer staffing
- Option 2 – convert to E Platoon staffing
- Station 28 (Sheet Harbour)
  - Option 1 - convert to E Platoon staffing
  - Option 2 – maintain volunteer staffing



# Cost to convert volunteer stations to E Platoon

- single station
  - annual incremental cost Year 1 is about \$388,000; Year 4 cost would rise to \$540,000
  - one-time incremental cost to equip 5 firefighters is about \$25,000
  - total retrofitting cost is about \$50,000 to \$200,000
- all 25 volunteer stations
  - annual incremental cost in Year 1 is about \$9.7 million; Year 4 cost would rise to \$13.5 million
  - one-time incremental cost to equip 125 firefighters is about \$625,000
  - total retrofitting cost is about \$1.25 million to \$5.0 million

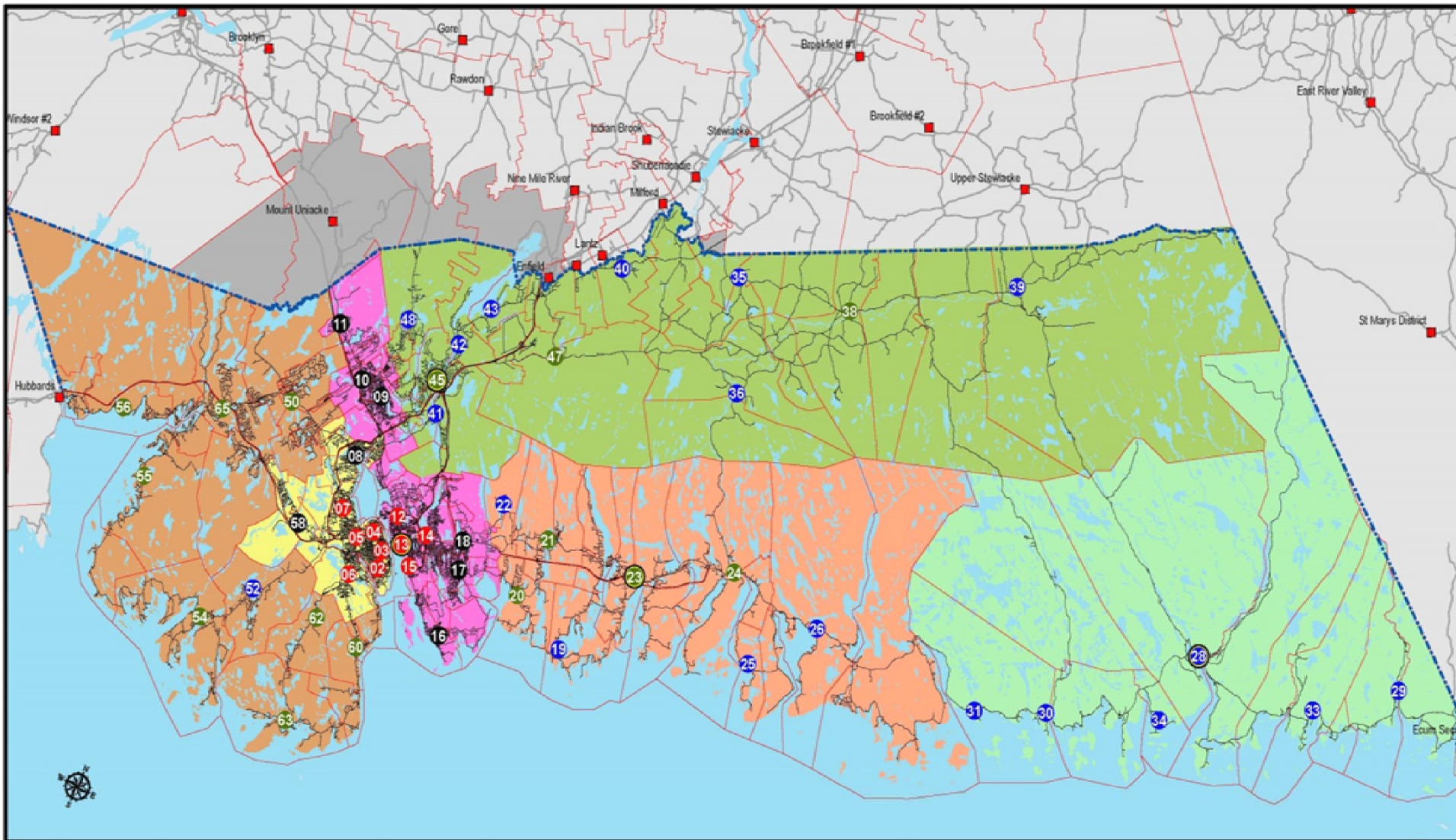




The background features a large, stylized 'H' shape. The top-right portion of the 'H' is filled with a dark blue color, while the bottom-right portion is filled with a red color. The rest of the 'H' and the surrounding area is white. The word 'HALIFAX' is written in white, bold, uppercase letters within the dark blue section of the 'H'.

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**Questions?**



**Division Alignment**  
**Halifax Regional Fire and Emergency**  
 January 2014

Legend					
<span style="color: red;">●</span>	24 Hour Career (10)	<span style="color: green;">●</span>	10.5 Hour Composite (15)	<span style="color: yellow;">●</span>	Divisional Commander Locations
<span style="color: black;">●</span>	24 Hour Composite (8)	<span style="color: blue;">●</span>	Volunteer (19)		