



Background

- Operational Review began 2012
- Exhaustive analysis over 2.5 years
- Recommendations in the March 2015 report included:
 - Decommissioning Station 4 (Lady Hammond Road)
 - Decommissioning Station 11 (Patton Road)
 - Decommissioning Station 13 (King Street)
- Supplementary Report
- Motions put to decommission the stations were defeated

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May 2015 Regional Council Motion

- 1) Request a staff report detailing a plan to meet the following direction of Regional Council within three years.
 - a) All fire trucks that are crewed by full time firefighters shall be crewed with four firefighters unless a safe alternative can be proposed; and
 - b) There shall be crewed aerials on the east and west sides of the harbour
- 2) Further, direct that staff provide a report to Regional Council every six months with a progress update

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What you will see today...

Recommendations:

- Improve ability to meet Service Delivery Standards
- Maintain all stations as active fire stations
- Open up volunteer opportunities in the urban core
- Ensure safe staffing levels of aerials and equipment
- Increase HRFE's operational complement to 423

Any additional resources would be surplus to what's required to deliver on the service standard

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Consultant Engagement

- HRFE contracted with POMAX Consulting to provide an independent apparatus and staffing review
- Based on the 2006 Service Delivery Standard, Council's direction to keep all stations open and the May 15 Regional Council Motion
- Peer Review
- Includes alternative recommendations for HRFE's staffing model and utilization of firefighting apparatus on career, volunteer, and composite staffing options

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Results

- POMAX supports Staff's analysis and initial recommendations:
 - Stations 4 (Lady Hammond Rd.), 11 (Patton Rd.), and 13 (King St.) are redundant and any staff placed in those locations are not required to meet the Council approved Service Delivery Standard
- Two additional staffing deployment and apparatus assignment options
 - All stations remain open
 - Based on the 2006 Council approved service delivery standards

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Options

Options 1 & 2 are identical in the following ways:

- Increase HRFE's career firefighter complement from 413 positions to 423 positions
- Put aerials into service on both sides of the harbour
- Convert Station 11 (Patton Rd.) into a volunteer station
- Increase crew complements from 3 to 4 firefighters at Stations 8 (Bedford), 16 (Eastern Passage), 17 (Cole Harbour) & 58 (Lakeside)



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Options (cont.)

Options 1 & 2 are different in the following ways:

Option 1

- Adopt 3-person crews, 24/7 at Stations 4 (Lady Hammond Rd.) & 13 (King St.)
- Staff the two aerials on opposite sides of the harbour with 2-person crews

Option 2

- Maintain 4-person crews at Stations 4 (Lady Hammond Rd.) & 13 (King St.) but convert them into E Platoon stations from the current 24/7 coverage
- Recruit a minimum of 15 volunteers per station to cover the remaining hours (evenings, weekends & stat holidays) at Stations 4 (Lady Hammond Rd.) & 13 (King St.)
- Staff 2 aerials on opposite sides of the harbour with 4-person crews



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Option 2 (Recommended)

Four Person Engine Crews and Four Person Aerial Crews

- Convert Station 4 (Lady Hammond) to an E Platoon station
- Convert Station 13 (King Street) to an E Platoon station
- Convert Station 11 (Patton Road) to Volunteer station
- Consolidate equipment, career personnel and volunteer personnel in urban and suburban fire stations



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Option 2 Benefits

- Maintains all current fire stations as active stations
 - No stations closed
 - Convert Stations 4 (Lady Hammond Rd.) & 13 (King St.) to E Platoon staffing model & Station 11 (Patton Rd.) to volunteer staffing model
- Achieves safe staffing levels (4 personnel) on all career-staffed engines, quints and aerials
 - All 24/7 and E Platoon (except Station 56 – Black Point as per Regional Council's direction) stations staffed to ensure a four person initial responding crew is available for call-out
- Staffs aerials on the east and west sides of the harbour



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Additional Benefits of Option 2

In addition to achieving the Regional Council-articulated operational staffing objectives, the recommended approach (Option 2) also results in:

- enhanced personnel deployment flexibility
- expanded volunteer recruitment opportunities in the core
- improved HRFE ability to manage overtime



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Safe Staffing Levels (4 per truck)

- NIST, NFPA 1710, OHS Appeals Board, FUS, POMAX
- Firefighting and rescue options are limited if the apparatus **does not** have four crew members
- Four-person crews provide the best chance at preventing loss of life and loss of property
- Four-person crews maintain the safety of responding firefighters

While apparatus can be operated with crews of three or two, doing so is sub-optimal.



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Staffing Timeline

- HRFE projects recruiting, training and hiring enough personnel to reach the complement of 423 by end of fiscal 2017/2018

Financial Implications – Recommended Option 2

- \$200K in fiscal 2016/2017 (equipment costs)
- \$674K in fiscal 2017/2018 (\$504,190* salary expenses, \$50K equipment costs and \$120K volunteer honourariums)
- *\$50,419 X 10 positions based on Firefighter 4th Class pay scale (including benefits) payable in the initial year of hire. This compensation will increase to \$100,838 per firefighter in year 4 when new hires progress to the 1st Class pay scale

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In summary...

Option 2 Recommendations:

- Improve ability to meet Service Delivery Standards
- Maintain all stations as active fire stations
- Open up volunteer opportunities in the urban core
- Ensure safe staffing levels of aerials and equipment
- Increase HRFE's operational complement to 423

Any additional resources would be surplus to what's required to deliver on the service standard

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Recommendation

It is recommended that Halifax Regional Council:

1. To improve the effectiveness and safety of fire protection and to crew apparatus, per Council's motion of May 12, 2015:
 - a) convert Station 4 (Lady Hammond) to an E Platoon station;
 - b) convert Station 11 (Patton Road) to a Volunteer station; and
 - c) convert Station 13 (King Street) to an E Platoon station.
2. Authorize staff to increase the HRFE's career firefighter complement from 413 positions to 423 positions, by close of fiscal 2017/2018.
3. Endorse the consolidation of equipment, career personnel and volunteer personnel in urban, suburban and rural fire stations, to more effectively and safely deliver fire services, as detailed in Table 2.

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Questions?



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