

TO: Mayor Jeffs & Members of Council
FROM: Kevin R. Foster, Fire Chief
DATE OF MEETING: October 25, 2016
SUBJECT: Wainfleet Fire and Emergency Services Operational Review

RECOMMENDATION(S):

THAT this report be received and;

THAT Council approve in principle the Wainfleet Fire and Emergency Services Operational Review Final Report and Recommendations from Dillon Consulting and;

THAT the proposed Wainfleet Fire and Emergency Services organizational model contained within the 2016 Fire and Emergency Services Operational Review be approved and;

THAT the Fire Chief be directed to seek applicants to fulfill the positions of Volunteer Assistant Chief as presented within the 2016 Fire and Emergency Services Operational Review and;

THAT the honourarium for the Volunteer Assistant Chief be set at \$6,000 each for all employment related obligations, including emergency response, training, and all other duties and;

THAT the proposed Organizational Committee Structure identified within the 2016 Fire and Emergency Services Operational Review be implemented as presented and;

THAT the Fire Master Plan Implementation Committee be engaged to assist with the implementation.

AND THAT the creation of a 5 year plan to address the 44 recommendations of the Fire Services Operational Review – Final Report be brought back to Council in the first quarter of 2017.”

EXECUTIVE SUMMARY:

In order to assist Council in making informed decisions on the future of fire protection services in the Township of Wainfleet an Operational Review was requested from Dillon Consulting. Council has received the final report and recommendations. To begin the steps towards implementation Council's approval in principle of the report and recommendations is required. Approval in principle will provide direction to the Fire Chief to take action on the Operational Recommendations. As noted in the Supplemental Report, several of the

Operational Recommendations will require further reporting for Council. Approval in principle would also authorize work to begin on preparing for and receiving direction and approval for the policy decisions and financial commitments in the Council Recommendations.

Approval in principle of the recommendations would assist in the development of the 2017 budget as that process is beginning.

Approval in principle and the approval of the recommendations of this report would provide the framework for the future of the fire protection services in the Township of Wainfleet and the recommendations of the Operational Review.

BACKGROUND:

On October 4th Council received the Wainfleet Fire and Emergency Services Operational Review Final Report from Dillon Consulting and directed the Fire Chief to report back at the October 25th meeting of Council for further discussion and direction.

Each member of Council was provided with a copy of the Supplemental Report drafted by Dillon Consulting as a complimentary document to the Final Report. Each member of Council was invited to meet with the Fire Chief for further clarification or information.

The Final Report presented 44 recommendations divided into 2 areas; those identified as policy related and therefore requiring Council approval and those identified as operational related that the Fire Chief has delegated authority to proceed with.

OPTIONS/DISCUSSION:

The consultant prepared a proposed prioritization of the recommendations. A review of such has identified a small series of recommendations that would develop the framework for action of the remaining recommendations and the foundation for the future of the Wainfleet Fire and Emergency Services;

Recommendation #15 (Operational)

That Kalos Engineering Inc. be provided a copy of both the 2013 Fire Master Plan and the 2016 Fire and Emergency Services Operational Review related to fire station programming for consideration in developing the design-build request for proposal for the new fire stations.

This recommendation is time sensitive as the development of the Request-for-Proposal is in the final stages. With Council's approval in principle of the report and recommendations this item may be acted upon forthwith.

Recommendation # 1 (Policy)

That the proposed Wainfleet Fire and Emergency Services organizational model contained within the 2016 Fire and Emergency Services Operational Review be presented to Council for consideration and approval.

Recommendation # 2 (Policy)

That the position of Volunteer Assistant Chief as presented within the 2016 Fire and Emergency Services Operational Review be implemented as identified within the proposed Wainfleet Fire and Emergency Services organizational model.

Recommendation # 3 (Policy)

That the proposed Organizational Committee Structure identified within the 2016 Fire and Emergency Services Operational Review be implemented as presented.

Recommendation # 5 (Policy)

That a fire and emergency services department senior management team be implemented including the Fire Chief and three proposed Volunteer Assistant Chiefs, and that the position of Volunteer Assistant Chief be excluded from membership in the Volunteer Firefighter Association.

Recommendations 1, 2, 3, and 5 of the Operational Review are intertwined and form the foundation for an organizational model for the future. The essence of this model is a three (3) District concept, which is consistent with the 2013 Fire Master Plan. The organizational model approved in 2015 conceptualized a two (2) Platoon model, although this model has not been instituted.

The proposed Fire and Emergency Services management team would consist of the Fire Chief and three (3) Volunteer Assistant Chiefs. Each Volunteer Assistant Chief would be responsible for one (1) of the organizational committees (Training Program Development, Resource Management Development, or Apparatus and Equipment) and be assigned to lead one (1) of the fire Districts. The role would be managerial in nature and include responsibilities for personnel matters (e.g. hiring, performance assessment, discipline), budgeting and financial administration, Management Representatives for Occupational Health and Safety Committee, directing work and other administrative functions. The Volunteer Assistant Chiefs would also temporarily fulfill the Fire Chief role during an absence of the Fire Chief.

The remaining organizational committee (Fire Prevention/Public Education) is proposed to be led by the Fire Prevention Officer. It would seem rational to include the Training Officer on the Training Program Development Committee.

The model also proposes an additional six (6) Captains to fulfill supervisory functions within an appropriate safety span of control (3 to 5 persons) and additional compliment of volunteer firefighters.

The organizational model and committee structure would aid in providing improved communications, give a sense of ownership and participation to department members, support succession planning and improve operational efficiency including appropriate supervision. The model would be valuable in sustaining a fire protection system with volunteer firefighters.

The current 4 station model could easily be incorporated within the proposed organizational model. Based on the location, resources and call volume of Stations 1 (Winger) and 4 (Wellandport/Schwob) could be combined to create a single District with Station 2 (Wainfleet) and Station 3 (Burnaby) each being a single station District.

FINANCIAL CONSIDERATIONS:

The 2015-2018 Collective Agreement with the Volunteer Firefighters Association established rates of pay for the positions of Platoon Chief, Safety Officer, and Lieutenant. Additionally the individuals holding these positions would receive a portion of the points budget, based upon attendance, as additional compensation. These positions have not been implemented and are not included in the proposed new organizational model and therefore would offset some of the costs associated with implementing the new organizational structure. Deferred costs would be approximately \$5,000 for 2017.

Applying the proposed three (3) District model, there would be an additional 6 Captains at a cost of \$16,800 (2017 Rates).

It is proposed that the Volunteer Assistant Chief be managerial positions and would therefore be excluded from the Firefighters Association and employment terms as set out in the Collective Agreement. In evaluating the role and responsibility and considering the rates of pay in the Collective Agreement for the Platoon Chief position plus an average remuneration for attendance it is proposed that the honourarium for the Volunteer Assistant Chiefs be set at \$6,000 each for all employment related obligations, including emergency response, training, and all other duties.


OTHERS CONSULTED:

Michael Smith, Chief Administrative Officer

ATTACHMENTS:

1. Appendix "A" – Wainfleet Fire and Emergency Services Operational Review Supplemental Report

Respectfully submitted by,



Kevin R. Foster
Fire Chief

Approved by,



Michael J. Smith
Chief Administrative Officer

APPENDIX "A"
FIRE AND EMERGENCY SERVICES OPERATIONAL REVIEW
SUPPLEMENTAL REPORT FSR-006-2016