



Date: 2016-01-05

From: Fire Chief Laing

To: Joint Council Committee

Re: Information Memo further to Report 2015-09

At the Special JCC meeting in December, CYFS report 2015-09 was presented and discussed with the members of the Joint Council Committee. The report attached for your review was deferred until the JCC meeting on January 12th.

At the meeting there was a request for additional information relating to the offset of some overtime costs associated with the hiring of additional firefighter positions. In 2011 with the hiring of 20 firefighter positions, CYFS management team were able to work within the framework of the Collective Agreement and reduce overtime costs by down-staffing the sixth crew or removing it from service depending on the number of staff reporting for duty. Prior to having the staffing flexibility the sixth crew offered, the annual overtime costs averaged over \$600,000. per year. Since undertaking the new staffing options in 2011, annual overtime costs have been reduced significantly.

The Fire Department Master Plan Update (FDMPU) identified several operational issues to assist CFYS in addressing the approved service level requirements. The need for a centrally located fire station to address primary coverage issues is a critical component of the FDMPU. The deployment of firefighting resources is more effective when they respond from strategically located fire stations within the community. The proposed fifth fire station location will assist by shortening run distances from the current locations which should positively affect response times.

The second component of the staffing strategy is the hiring of additional fire fighter positions to increase the depth of service that CYFS can provide to Aurora and Newmarket. The new fire station should be designed and constructed as quickly as possible and depending on the staffing model approved by Council it can be staffed by existing firefighters as an interim measure.

CYFS staff have reviewed the FDMPU and offered several staffing options to meet the department's operational requirements while still following the intent of the document. JCC report 2015-09 contains four staffing options ranging from a two year to a five year period.

Upon completion of the new station, existing CYFS resources will be reassigned to provide primary response coverage responding from the new fire station. Additional firefighting positions will increase the department's depth of service and enable CYFS to deploy the appropriate number of staff to more effectively deal with emergency situations and simultaneous events. When all twenty new positions are filled, an additional crew will be created and strategically deployed depending on the current needs of the two communities.

A secondary benefit to a multi-year hiring process is the ability of additional staff to offset some overtime costs annually. The cost differential between a senior firefighter to a new hire is significant. When the department requires a position be filled, the overtime rate is approximately \$70 per hour. Over a 24 hour shift period the total cost for the shift coverage is \$1,672. Having an additional firefighter on duty would reduce that total cost to \$715., a difference of \$956. Per shift . A conservative estimate on this overtime offset would be approximately \$25,000 annually split between Newmarket and Aurora.

An option not listed in the attached report would be to not hire any additional staff, however, to ensure that day to day staffing levels support the sixth crew being in service at all times. Currently the truck is down-staffed or removed from service when there are insufficient numbers of staff on duty. Preliminary estimates to cover this option would be approximately \$600,000. annually.

Fire Suppression Division:

22. That the CYFS emergency response dispatch protocols be revised to reflect the proposed minimum staffing deployments for low, moderate and high risk occupancies (Table 16) and the proposed revised performance objectives for emergency response (Table 19).

Table 16: Recommended Depth of Response – CYFS

| Fireground Critical Tasks | | Low Risk | Moderate Risk | High Risk |
|---------------------------|---|----------|---------------|-----------|
| Incident Response | Incident Command | 1 | 1 | 1 |
| | Pump Operator | 1 | 1 | 1 |
| | Additional Pump Operator | 0 | 0 | 1 |
| | Initial Attack Line (Confine & Extinguish) | 2 | 2 | 2 |
| | Additional Attack Line (Confine & Extinguish) | 0 | 2 | 2 |
| | Search and Rescue | 0 | 2 | 2 |
| | Initial Rapid Intervention (RIT) | 0 | 2 | 2 |
| | Ventilation | 0 | 2 | 2 |
| | Water Supply- pressurized | 0 | 1 | 1 |
| | Forcible Entry Team | 0 | 1 | 2 |
| | Laddering | 0 | 0 | 2 |
| | Exposure Protection | 0 | 0 | 2 |
| | Incident Safety Officer | 0 | 0 | 1 |
| | Accountability | 0 | 0 | 1 |
| | Rehabilitation | 0 | 0 | 2 |
| | Minimum firefighter deployment | 4 | 14 | 24 |