

CONSOLIDATION OF RECOMMENDATIONS

REPORT SUPPLEMENT

JUNE 2007



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1.0 INTRODUCTION

By initiating a Fire Master Plan study, the City of Sarnia seeks to strategically guide the Sarnia Fire Rescue Services through the next ten years of municipal growth. The Fire Master Plan reviews all aspects of the department in order to ensure that performance standards and guidelines reflect best practices and are in compliance with the Ontario *Fire Protection and Prevention Act (1997)*.

The overarching goal of the report is to gain a clear understanding of the fire service's existing and future requirements by setting key objectives and performance measures. The purpose of this is to meet the municipality's present and future needs, in a fiscally responsible manner.

The Sarnia Fire Master Plan study includes an assessment of the following:

- Administration;
- Fire prevention and public education;
- Training;
- Fire suppression;
- Fleet and maintenance;
- Technology and communications; and
- Financial implications.

This report supplement contains the recommendations presented by the consulting team.



2.0 RECOMMENDATIONS

The following is a summary of the recommendations drawn from the *City of Sarnia: Fire Master Plan* study. The recommendations follow the same outline as the Fire Master Plan report.

2.1 Administration

1. Based on the management workload of the department and comparisons to similar sized communities it is recommended that a second position of Deputy Chief or Assistant Deputy be implemented.
2. In order to provide sufficient support to address the existing day-to-day functions of the department and the clerical support required for a growing department the part-time secretary position should be expanded to full-time. In addition, a full-time administrative assistant should be hired to assist staff in Fire Prevention and Public Education and Training.
3. A comprehensive space needs assessment should be undertaken to determine the requirements and the ways to accommodate current and future staffing needs.
4. The Fire Service should continue to create and update standard operating guidelines (SOGs), procedures and policies for the department. A new analyst position (temporary, term, or contract) could be added to further the development and implementation of these SOGs. This will relieve management of much of the day-to-day duties related to this work while allowing the department to expand its policy structure and records management (e.g. track performance measures, produce Annual Report). This position could also assist with the training component of FDM upgrades and help implement enhanced information technology, while building capacity throughout the department.

2.2 Fire Prevention and Public Education

1. Review the Fire Prevention agreements in place with Lambton Shores and the Aamjiwnaang First Nations Reserve to determine whether these should be revised.
2. Introduce a procedure to monitor the level of fire prevention programs in the industrial sector and develop a strategy to provide additional staff who would be dedicated to addressing the needs and risks associated with the industrial sector.
3. Introduce a basic training program for new employees in the division and document certification levels expected of fire prevention officers.
4. Include the completion of the Ontario Fire Marshal Fire Prevention Effectiveness Model (Public Fire Safety Guideline 04-39-12) as part of division responsibilities and include annual reviews of programs and activities delivered.
5. Establish an evaluation committee to report on an FDM computer system upgrade and/or related



training requirements. This committee would also identify City programs and resources that could be of assistance to the development of fire safe community.

6. Develop fire prevention, public education and fire cause determination policies for the department and include within municipal by-laws.
7. Investigate the need to have fire prevention officers formally designated as Building Code Inspectors under part three of the Ontario Building Code (OBC).
8. Initiate a process to ensure that standard operating guidelines, procedures and policies are developed, reviewed and followed by the fire prevention division.
9. Develop policies with Building Services and Legal Services to ensure that fire code and building code infractions are not overlooked and enforcement procedures are followed.

2.3 Fire Suppression

1. Staff front line apparatus up to four firefighters per truck, consistent with industry best practices and industry performance measures. This requires hiring 12 full-time firefighters to keep sufficient staff on duty on all four shifts.
2. Add a half-company of firefighters and an auxiliary vehicle to Station 4. This requires hiring 12 full-time firefighters to keep sufficient staff on duty on all four shifts. Purchase an auxiliary vehicle for Station 4 to address depth of response issues. Vehicle type should match trends in call types. Options include mini-pumper, air-supply unit or command unit.
3. Add a full company to a new Station 6 located in the vicinity of Blackwell Sideroad and Confederation Road once development has sufficiently advanced. Purchase a new rescue pumper for the new Station 6

2.4 Training

1. Analysis of FDM's information management system to identify the additional functionality that is needed and the funding required for programming fees and related staff training.
2. Development of a process that enables fire officers to directly input training records into a records management program.
3. Allocation of sufficient funding to ensure that succession goals of the Sarnia Fire Rescue Service are complimented with recognized officer training courses.
4. Immediate development of a process to ensure that necessary standard operational guidelines, procedures and policies are identified, prioritized and completed.
5. Set aside an adequate amount from the training budget for a computer-based distance learning centre and a training resource library.



6. Participation in the joint examination of the live fire training options available to address the issues with the current arrangements and facilities. As part of this process, give consideration to a new facility, perhaps in conjunction with a future station location. This would have implications for the acquisition of sufficient land to accommodate a future training facility.
7. Monitor the service provided by the Canadian Coast Guard with respect to the City's shorelines and water-based emergencies. If a better level of service is required the City could consider expanding the type of water rescue response that SFRS provides.
8. Clarify the role and any specialty training requirements and funding sources for service within border areas (e.g. tunnels, bridges) and at the Sarnia airport.

2.5 Fleet Review

1. Purchase a new quint to replace Engine 5. Use Engine 5 as a reserve vehicle and retire Engine 4.
2. Purchase a new quint to replace Engine 2 and use Engine 2 as a reserve vehicle.
3. Purchase a new rescue pumper for the new Station 6 once development has sufficiently advanced.
4. Purchase an auxiliary vehicle for Station 4 to address depth of response issues. Vehicle type should match trends in call types. Options include mini-pumper, air-supply unit or command unit.
5. A group comprised of department mechanics and firefighters should have input into vehicle specifications to ensure that operating and maintenance needs are met. Demonstrator models should only be considered if minimum requirements are met. The department should consider whether there is a financial advantage to capitalizing the purchase of related small equipment required for the new vehicle.
6. Monitor the small vehicle replacement plan to ensure that adopted replacement schedules are being followed.

2.6 Communication Technology

1. Establish a working group to review the goals and objectives for fire department dispatching and work to resolve any issues through improved call handling procedures and training.
2. Establish a working group including relevant City departments to examine the opportunities available to the City with an 800 MHz radio system.
3. Appoint a champion to the area of fire department information technology and form a working group to explore software solutions for the department's records management and information technology problems. Establish any required training and financial implications to identified solutions.



3.0 PLAN IMPLEMENTATION

The following table (**Table 1**) outlines the implementation for the study recommendations. Associated operating and capital costs are identified. Items that have already been included within the City's capital budgeting process have been included in a separate column.

Table 2 offers some additional detail and includes cumulative operating costs for the life of the plan.



Table 1- Plan Implementation Cost Table					
Plan Year	Description	Additional Operating Costs	New Capital Costs	Costs in Capital Plan	DC Eligible?
2007	Hire additional Deputy Chief (or Assistant Deputy Chief)	\$ 100,000			
	Increase Secretary Position to Full-Time	\$ 25,000			
	Hire Fire Prevention Officer (Industrial)	\$ 70,000			
	Purchase a replacement “quint” apparatus to replace Engine 5 [^]			\$ 800,000	N
2008	Hire a Procedure and Policy Assistant	\$ 70,000			
	Hire Administrative Assistant for all areas	\$ 45,000			
	Hire Training Officer (Industrial)	\$ 70,000			
	Hire 12 full-time Firefighters (Stations 1, 2, and 5) and associated staff equipment	\$ 900,000	\$ 60,000		N
	Purchase a replacement “quint” apparatus to replace Engine 2			\$ 800,000	N
	Program Updates to FDM Software		\$ 50,000		N
	Conduct a space requirement analysis		\$ 10,000		N
2009	Relocate Station 3			\$1,200,000*	N
	Hire 6 full-time Firefighters for Station 4 and associated staff equipment	\$ 450,000	\$ 30,000		Y
2010	Purchase a new auxiliary vehicle for Station 4		\$ 350,000		Y
	Hire 6 full-time Firefighters (Station 4) and associated staff equipment	\$ 450,000	\$ 30,000		Y
2011	Relocate Station 2			\$1,200,000*	N
2012	Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$ 300,000	\$ 20,000		
2013	Replace Engine 1		\$ 800,000		N
	Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$ 300,000	\$ 20,000		Y
2014	Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$ 300,000	\$ 20,000		Y
	Replace Engine 3		\$ 800,000		N
2015	Replace Ladder 4		\$ 800,000		N
	Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$ 300,000	\$ 20,000		Y
2016	Build Station 6		\$1,200,000		Y
	Hire 4 full-time Firefighters and associated staff equipment	\$ 300,000	\$ 20,000		Y
	Purchase a new Pump-Rescue for Station 6		\$ 800,000		Y
Total:		\$ 3,680,000	\$5,030,000	\$4,000,000	

[^]Approved expenditure in 2007 budget.

*Does not account for any residual value related to sale or reassignment of land.

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Table 2- Implementation Timeline and Costs					Capital Costs	
Plan Year	Station Relocation/ Construction	Staff Hiring	Additional Operating Cost*	Cumulative Operating Cost	Vehicles and Equipment	Facilities
2007		Hire additional Deputy Chief	\$100,000	\$100,000		
		Increase Secretary Position to Full-Time	\$25,000	\$125,000		
		Hire Training Officer (Industrial)	\$70,000	\$310,000		
		Replace Engine 5			\$800,000	
2008		Hire Administrative Assistant for all areas	\$45,000	\$240,000		
		Hire a Procedure and Policy Assistant	\$70,000	\$195,000		
		Hire Fire Prevention Officer (Industrial)	\$70,000	\$380,000		
		Hire 12 full-time Firefighters (Stn. 1, 2, & 5) and associated staff equipment	\$900,000	\$1,280,000	\$60,000	
		Replace Engine 2			\$800,000	
		Program Updates to FDM Software				\$50,000
	Conduct a space requirement analysis				\$10,000	
2009	Relocate Station 3					\$1,200,000
		Hire 6 full-time Firefighters (Stn. 1, 2, & 5) and associated staff equipment	\$450,000	\$1,730,000	\$30,000	
2010		Hire 6 full-time Firefighters (Stn. 1, 2, & 5) and associated staff equipment	\$450,000	\$2,180,000	\$30,000	
	Purchase Auxiliary Vehicle (Stn. 4)				\$350,000	
2011	Relocate Station 2					\$1,200,000
2012		Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$300,000	\$2,480,000	\$20,000	
2013	Replace Engine 1				\$800,000	
		Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$300,000	\$2,780,000	\$20,000	
2014		Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$300,000	\$3,080,000	\$20,000	
	Replace Engine 3				\$800,000	
2015		Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$300,000	\$3,380,000	\$20,000	
	Replace Ladder 4				\$800,000	
2016	Purchase New Quint for Station 6				\$800,000	
		Hire 4 full-time Firefighters and associated staff equipment, temporarily located at Station 1	\$300,000	\$3,680,000	\$20,000	
	Build Station 6					\$1,200,000
SUBTOTAL			\$3,680,000	\$3,680,000	\$5,370,000	\$3,660,000
BUDGETED EXPENDITURES					\$1,600,000	\$2,400,000
TOTAL COST			\$3,680,000	\$3,680,000	\$3,770,000	\$1,260,000

* Does not included additional maintenance/operating costs for the new station.
 * Shading indicates expenditures planned prior to initiation of FMP study.