

**City of Pitt Meadows  
Pitt Meadows, British Columbia, Canada**



**Working Together for Results**

**2010 Business Plan  
Fire & Rescue Services**



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## **Executive Summary**

### Significant issues

The 2010 Business Plan will be a significant challenge for the Fire & Rescue Service. On one hand the department has seen a growth in demand and personnel while on the other the fiscal realities of the economic climate facing the City and region dictate a measured, if not restrictive, budget process. The 2010 operating budget increased by 6.9% over the 2009 budget. Discretionary items within the operating budget were reduced by 7% to help offset increases attributed to wages, benefits, volunteer remuneration and transfer of capital funds into operating.

Operationally, the department is just receiving the new Master Fire Plan as prepared by the consultants of Dave Mitchell and Assoc. This document, in collaboration with the companion document entitled Fire Hall Location Study, delivered in late 2008, will likely form the basis of the departments' vision for the next 5 years. However, there must be clear direction from Council for this to occur and for the necessary processes to take shape to bring life to the documents. The decision on the 2<sup>nd</sup> Fire Safety Technician position, as brought forward last budget cycle and deferred by Council, is required.

Administratively, the challenges are more concise. Economic strength is low and the City's ability to support the desired growth is diminished. Therefore, the department must move at a pace consistent with fiscal prudence and look inward to review the service levels it provides and the means by which they are provided.

### Key Activities, Projects and Initiatives

For 2010 there are a number of initiatives that must occur, including:

- replacement of the Squad 1 van with a much more functional full-size, 4-door pick-up truck;
- completion of the Operational Guidelines project;
- enhancement of the recruiting process;
- continuation and enhancement of the fire prevention and maintenance initiatives;
- education and enforcement necessary from the implementation of the new Fire Protection and Burning Regulation Bylaws;
- start of the "negotiation" process with the volunteer firefighters for a new "agreement" for 2011 and beyond.

Additionally, a number of smaller, yet achievable initiatives are being considered;

- initiation of the Engine 1-2 replacement process;
- improving relations and exploring partnerships with the Airport;
- implementation of a number of the recommendations resulting from the Master Fire Plan.

### Decision Packages

The department has two Decision Packages coming forward for 2010 budget deliberations:

1. Fire Safety Technician (2<sup>nd</sup> position) - OPERATING

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The decision to hire the first fire safety technician (FST) was made by Council as part of a commitment to enhance the current volunteer-based fire service model in the City. A second position was identified as necessary and was tentatively recommended for implementation in January 2010, as per the Business Case entitled "Enhancement to Fire Service Volunteer Delivery Model – October 22, 2008. The first FST has been a significant success for the department with major increases in operational readiness and maintenance to date. The coming fall school term will also see increases in fire prevention/education activities as a result of the position. However, the full realization of the recommendations contained within the Business Case will not be seen without the second full-time FST position.

The amount of time commitment required of the average volunteer is now remaining consistent of one hour per day in order to respond to calls, undertake training, assist with fire prevention and perform maintenance. The position has resulted in a cessation of the uncontrolled increase in volunteer hours being required. The department is still faced with long-standing, highly dedicated and skilled members who are constantly on the verge of being "burnt out" as a result of the increased overall demands on their time.

Operating budget impact of this position will be approximately \$78,000

2. Fire Hydrant installation (at airport Apron #4) - CAPITAL

The Pitt Meadows Airport Apron 4 has been made available to the department to perform vehicle driving related training at our convenience when the facility is not being used by a contractor through the airport. While this ability is a major step forward in relations between the airport and the department the current capabilities of the site are very limited as described. In order to become a higher functioning training ground there is a need for a permanent water supply on site. In order to facilitate this there is a need to run a hydrant main from Ford Rd to the site and place a hydrant. Preliminary discussions with the Airport are on-going with regard to possible funding options and signed agreement for the placement of this item. However, given the improving relations, and the strong identification of the need for a drill ground by the Master Plan, the department is moving to identify this as a significant capital item requiring planning and funding.

As stated, final determination of the actual costs and funding formula is to be determined as discussions continue and agreements become formalized. The actual hydrant installation is estimated by City Engineering Services to be \$75,000.

## **Fire Services Summary**

### **Department Services**

- Volunteer-based service model for all emergency response and many support functions such as maintenance, testing and public education delivery
- Fire Suppression
- Vehicle and Aircraft Rescue
- First Responder Medical
- Fire Prevention - Inspections
- Fire Prevention - Public Safety Education
- Investigation of the cause of fires
- Pitt Meadows Airport Emergency Response – Aircraft and structures
- Municipal Burning Bylaw - Administration and enforcement
- Pre-Fire Planning
- Training programs for volunteer firefighters and staff

### **Strategic Plan Alignment**

#### Development

- Fire Services continues to work very closely with both planning and buildings to ensure prompt, detailed and accurate information is exchanged regarding fire and life safety concerns with new development proposals and projects
- Fire Services is continually striving to represent the community and its positive image through professional actions and activities that encourage citizens and attract visitors
- Fire Services continue to provide inspection and pre-incident planning functions to ensure public safety in new developments

#### Community Services

- Continually strive to identify weaknesses and threats to the on-going provision of high quality fire and rescue services, and to act upon such issues in a prompt, efficient and economically responsible manner
- Provide competent, committed and efficient fire & rescue services through the use of a composite model dependent upon volunteer firefighters and career supervisory staff
- Provide education and training to staff and the public in fire and life safety
- Coordinate the Youth Fire Academy Program to promote fire safety within community youth and provide training toward career avenues
- Administer the Burning Bylaw to coordinate and enforce outdoor burning regulations within the community
- Provide opportunity for citizens to contribute back to the community through volunteerism as a firefighter

#### Natural Environment

- Administer the Burning Bylaw to coordinate and enforce outdoor burning regulations within the agricultural community
- Fire Services is participating in, and committed to, the City-wide process of “green initiatives” and a reduction in carbon footprint

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- Fire Services continues to monitor our “Run Cards” so that only essential apparatus are sent to calls “emergency” and others are either staged, responded without lights and siren, or not responded at all. This will conserve fuel, save money and reduce maintenance

#### Relationships/Partnerships

- Administer Bylaws and Policies related to provision of fire services as they relate to community partners from business, airport or other government agencies and levels
- Promote new and innovative partnerships with the Pitt Meadows Airport for training and facilities that benefit both parties and improve public service and safety
- Leadership and participation in multiple joint-agency response programs (such as Mutual Aid) to ensure prompt and adequate emergency response capability while maintaining fiscal prudence and operational effectiveness
- Participation in multiple safety initiatives, such as the Electrical Safety Initiative for Grow-ops, which aim to provide for both governance and operational guidance in regard to fire service challenges related to public safety
- Participation on numerous committees challenged with improving the fire service generally, such as the Fire Service Model Project for the Province of BC

#### Fiscal Sustainability

- Administer Bylaws and Policies related to provision of fire and safety in a manner that ensures cost recovery or penalty from offenders
- Implementation of a sustainable funding model to address the proposed growth of the fire rescue service over the next 5 - 10 years
- Implementation of detailed capital replacement and tangible capital asset inventories to ensure responsible and efficient equipment purchase and replacement
- Engage in regular and directed fiscal planning sessions with internal staff, as well as Finance, to ensure the department operates effectively under an efficient financial plan into the future

#### **2009 Successes**

- 520 responses to incidents (projected). Decrease from 2008 (576)
- No increase in MESA or MVA calls as a percentage of total calls
- Council Adoption of a new comprehensive Fire Protection and Life Safety Bylaw
- Council Adoption of a revised and enhanced Burning Regulation Bylaw
- Adoption and implementation of a new Mutual Aid Agreement for Fire Services with Maple Ridge, Langley Township and Mission
- Master Plan (2010 – 2014) completed and presented in complement to the 2008 Fire Hall Location Study – presently under review by Council and staff
- Implementation of comprehensive Operational Guidelines for operational, safety and administrative components of department
- Wireless Dispatch Terminals now active on all three front-line apparatus as well as the Asst Chief – Prevention vehicle. This is a very positive move forward to ensuring fast, accurate information, improved safety, and prompt response
- Installation of Nederman vehicle exhaust extraction system in firehall to dramatically improve workplace health and safety

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- Quint 1 fully operational and proven highly effective at multiple fire incidents
- Hiring of first career fire suppression member – fire safety technician (FST)
- New volunteer attendance requirement implemented January 09 – working well
- Decrease in volunteer attrition due to better hiring/selection and implementation of new retention methods
- 6 Recruits firefighters completed, or near completion, of their basic training from late 2008 – early 2009 “hire”. All but two now into full service and responding
- Significant improvements in relations with Pitt Meadows Airport resulting in new and improved partnerships in areas of inspections and training
- Firehall renovation completed to provide additional operational & storage space
- Pre-Fire Planning brought in-house to eliminate contractor costs
- Volunteer community involvement
  - Pitt Meadows Airshow
  - Hot Summer Nights
  - Pitt Meadows Day
  - Muscular Dystrophy
  - Youth Academy
  - Christmas Food Drive
  - Emergency Preparedness
  - Fire Prevention Open House
  - Tapp-C (Arson Prevention)
  - School Programs
  - Firehall Tours
  - Remembrance Day

**Significant Issues and Trends**

- Implementation of a new Fire Safety Technician position in July has impacted the operation in a positive manner with regard to operational readiness
- Time demands on volunteer staff continuing to be a challenge in regards to non-call time such as prevention and training. Somewhat relieved by the hiring of the first FST but the planned second position (from Business Planning 2008) is still identified as very important. This issue is further discussed in the Decision Package in Attachment A
- Stabilization in call volume increase trend from past 5 years. This years decrease from 2008 is likely an anomaly and continued growth in volume is anticipated
- Stabilization in turn-over of volunteer members (1 resigned in 2009; 5 hired)
- Continued challenges related to differing skill sets and attitudes of new members – identified challenges in mechanical aptitude are a concern but new skill in technology and electronics are a benefit
- 2010 completion of Solaris development necessitates new training and operational techniques and plans
- New Master Plan recommendations to be considered and implemented as directed by Council and as operationally required.
- Incorporation of new renovations to firehall being completed in late 2009.
- Planning for review and renewal of agreement with volunteer firefighters on December 31, 2010.

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**Performance Measures**

The following chart identifies how key performance measures for the department compare to benchmarks TO DATE and the adjustments necessary to meet the benchmark.

Measure	Benchmark	2009 Performance	Management Initiatives
Burning Complaints as a % total calls	3%	10%	Cont'd education and use of bylaw fee charges
% structure fires attributed to illegal activity	10%	18%	Education & increase role of Electrical Safety Team
% re-inspections to primary inspections	10%	29.5%	Cont'd education and use of bylaw fee charges
% calls Billable False Alarms	5%	7%	Cont'd education and use of bylaw fee charges
% FF's attending 66% of practices	100%	80%	Increase training opportunities; enforce std
% increase of fire safety & prevention activities	20%	*	Hire 2 <sup>nd</sup> FST and encourage vol FF aid
% incidents with < 8 FF's	5%	18%	Increase # vols and hire 2 <sup>nd</sup> FST ASAP
Average Response Time – total ( <i>emergency calls</i> )	8:00	8:52	Hire 2 <sup>nd</sup> FST and improve vol FF turn-out
% response time < 8 minutes ( <i>critical time period</i> )	70%	51%	Hire 2 <sup>nd</sup> FST and improve vol FF turn-out
Population per firefighter	365	411	Gradual increase to 44 FF by arrival of 2 <sup>nd</sup> firehall
Average # FF's per incident – weekday hours	8	9.5	Effectiveness of FST's <b>and</b> volunteer staffing #'s
Average # FF's per incident – all other time periods	8	13	Effectiveness of volunteer staffing #'s ( <i>no FST's</i> )
Mean seniority of volunteer firefighters	7	5.1	Continue to improve retention methods

\* FST began in July 2009 and focus was maintenance. Thus, data is inconclusive for 2009

**Performance Measure Comments:**

1. *Structure fires related to illegal activity* are a high profile political entity right now. Our percentage is far too high and thus we must enhance education and reinforce operations of the Electrical Safety Initiative Team
2. *Percent Re-inspections* is too high, but is improving from previous years
3. *Burning Complaints* and *Billable False Alarms* are down as a percentage of total calls indicating positive response to education and bylaw enforcement
4. *Average response time* has increased by 2 minutes from 1999 and 20 seconds from 2008.
5. The *average number of volunteers responding* is markedly down for ALL time periods and is increasing as culture of volunteers change (less able or committed than before to always attend). Reinforces need for FST positions, especially during weekday hours.

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**Annual Department Plans**

**2010 Projects and Initiatives**

<b>Protective Services</b>	<b>Who</b>	<b>When</b>
<b>1. Action:</b> Replace Squad 1 unit		
<b>Goal:</b> Replace Ford van with a 4dr full-size pick-up truck		
<b>Outcome or Measure:</b> New unit operational by March 1, 2010		
<u>Milestones</u>		
a. Tender RFQ by January 15th	RC	1Q
b. Close tender and award by February 13th	RC	1Q
c. Accept delivery and place into service by March 30th	RC	1-2Q
d. Complete auction sale of old Ford Van	RC/DJ	2Q
<b>2. Action:</b> Continue efforts to reduce time burden on volunteer staff		
<b>Goal:</b> Ensure staff is able to continue with current service model		
<b>Outcome or Measure:</b> Improved staff retention and morale		
<u>Milestones</u>		
a. 1 Year review of attendance standard	DJ	1Q
b. Implement FST #2 position	DJ	1Q
c. Monitor call volume and type	DJ	On-going
d. Research and recommend action on Platoon System	DJ	3Q
<b>3. Action:</b> Operational Guideline Program Completion		
<b>Goal:</b> Create, review and implement full spectrum of operational guidelines for all areas of operations and administration		
<b>Outcome or Measure:</b> Placement into service of OG Manual		
<u>Milestones</u>		
a. Complete Safety Section	RC	1Q
b. Complete Operating Section	RC	2Q
c. Complete Administration and Additional Sections	RC/DJ	3Q
d. Implement operating guidelines into daily practice	RC	On-going
<b>4. Action:</b> Implement recommendations from Fire Service Master Plan (2010 – 2014)		
<b>Goal:</b> Research, describe and implement resolves to recommendations in the Master Plan document identified as 2010 initiatives		
<b>Outcome or Measure:</b> Completion or compliance with Master Plan recommendations # 1-14, 17, 19, 21-22, 24-27		
<u>Milestones</u>		
a. Complete recommendations 1-7, 14, 23 (start)	DJ/RC/BP	1Q
b. Complete recommendations 9, 10, 12, 13, 21, 27	DJ/RC	2Q
c. Complete recommendations 22, 24, 25	DJ/BP	3Q
d. Complete recommendations 8, 11, 19, 26	DJ/BP/RC	4Q

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<b>5. Action:</b> Review and Modify Volunteer Firefighter Recruiting Process		
<b>Goal:</b> Create a recruitment process suitable for the current challenges facing the department		
<b>Outcome or Measure:</b> improved recruiting mechanism including additional members and better long-term retention		
<u>Milestones</u>		
a. Perform review of application program / requirements	RC	1Q
b. Implement recommendations from Review	RC	1Q
c. Utilize modified process for next intake in March	RC	1-2Q
d. Review changes for effectiveness	DJ/RC	4Q
<b>6. Action:</b> Enhance Fire Prevention and Life Safety Education Programs		
<b>Goal:</b> Initiate innovative programs for all demographic groups utilizing new partnerships within the community and utilizing FST staff members		
<b>Outcome or Measure:</b> Documented delivery of added program types and volume (eg, smoke detectors, seniors, ethnic cultural programs)		
<u>Milestones</u>		
a. K-3 Program for Elementary Schools	BP/SK	1Q
b. High School Life Safety Skills Program	BP/SK	3Q
c. Development of multi-language brochures / programs	BP/TS	4Q
d. Community CPR & Extinguisher training programs	BP/SK	4Q
<b>7. Action:</b> Improve Leadership Training for front-line volunteer supervisors		
<b>Goal:</b> To improve operational effectiveness through use of established and consistent leadership skills at the crew level		
<b>Outcome or Measure:</b> Decreased staff dissention and improved operational effectiveness		
<u>Milestones</u>		
a. Review leadership team make-up; amend as req'd	DJ	3Q
b. Perform (possibly with Consultant) needs assessment	DJ	3Q
b. Determine appropriate programs with avail. funding	DJ/RC/BP	4Q
c. Identify training date(s) and arrange attendance	RC	4Q
<b>8. Action:</b> Initiate apparatus replacement process for Engine 1-2		
<b>Goal:</b> Replacement of Engine 1-2 in early 2011		
<b>Outcome or Measure:</b> Consultation, design and tender completion for replacement apparatus by end of 2010		
<u>Milestones</u>		
a. Identify & convene for research & design	RC/DJ/SK	2Q
b. Develop draft tender document for dept review	RC	3Q
c. Confirm funding envelope compliance with design	DJ	3Q
d. Issue RFQ for construction for 2011 build & delivery	DJ	3Q
<b>9. Action:</b> Increase Fire Service partnership with Airport		
<b>Goal:</b> Prepare new pre-fire plans, enhance inspections and training		
<b>Outcome or Measure:</b> Complete PFP catalogue of occupancies, initiate formal inspection process and increase training presence		
<u>Milestones</u>		
a. Confirm partnerships for training on airport properties	RC	1Q
b. Initiate enhanced inspection and pre-planning process	BP	2-4Q
c. Identify training needs and develop on-site program	RC	2-3Q
d. Coordinate training and exercises with airport staff	RC	2-4Q

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<b>10. Action:</b> Development of a fire training ground area/facility		
<b>Goal:</b> Develop partnership with Pitt Meadows Regional Airport for increased use of Apron 4 as a designated fire training ground area		
<b>Outcome or Measure:</b> Placement of a fire hydrant at Apron 4 and possible location of a training structure adjacent		
<u>Milestones</u>		
a. Formalize agreement for Apron 4 use by FRS	RC/DJ	1Q
b. Increase training presence at Apron 4 incrementally	RC	1-2Q
c. Potential enhancement of training site with hydrant	RC/DJ	2Q
d. Potential addition of house/extrication areas to site	RC/DJ	3-4Q
<b>11. Action:</b> Implement second Fire Safety Technician into the department		
<b>Goal:</b> Improve operational capability through use of a second full-time weekday staff member		
<b>Outcome or Measure:</b> Increased public education activities and decreased volunteer maintenance demands		
<u>Milestones</u>		
a. Complete posting, application, and selection process	BP/DJ	4Q 2009
b. Prepare for start – uniforms, gear, administration	BP/DJ	1Q
c. Start date (Jan 11)	BP/DJ	1Q
d. Increased delivery of education and pre-plan programs	BP	2Q
<b>12. Action:</b> Implement Fire Services Levy		
<b>Goal:</b> Provide a sustainable, independent funding source for fire service staff and facility growth		
<b>Outcome or Measure:</b> Elimination of career staff enhancement and facility funding from general budget program		
<u>Milestones</u>		
a. Develop framework for consideration	DJ/DR	1Q
b. Engage consultant or begin internal design work	DJ/DR	2Q
c. Roll-out communications strategy to Council then public	DJ/DR/LJ/JR	3Q
d. Complete all required documentation, bylaws, etc.	DR/LD/DJ	4Q

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**Financial Highlights**

Financial Summary - Fire and Rescue Services							
	2009						
	Projected Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
<b>Operating:</b>							
Revenue	\$ (95,000)	\$ (44,092)	\$ (59,980)	\$ (60,104)	\$ (60,230)	\$ (60,357)	\$ (60,490)
Expenses							
Wages and Benefits	307,789	449,268	479,456	514,729	537,898	548,656	559,629
Volunteer Costs	208,800	208,612	237,170	243,132	248,359	253,910	259,048
Facilities	54,539	66,742	65,899	67,635	68,982	70,350	71,745
Equipment	82,810	104,518	134,537	148,076	150,550	146,113	148,317
Operational	80,812	119,679	113,279	71,858	119,983	122,319	124,689
	734,750	948,819	1,030,341	1,045,430	1,125,772	1,141,348	1,163,428
<b>Net Operating</b>	<b>\$ 639,750</b>	<b>\$ 904,727</b>	<b>\$ 970,361</b>	<b>\$ 985,326</b>	<b>\$ 1,065,542</b>	<b>\$ 1,080,991</b>	<b>\$ 1,102,938</b>
<b>\$ Change</b>			<b>\$ 65,634</b>	<b>\$ 14,965</b>	<b>\$ 80,216</b>	<b>\$ 15,449</b>	<b>\$ 21,947</b>
<b>% Change</b>			<b>6.9%</b>	<b>1.5%</b>	<b>7.7%</b>	<b>1.4%</b>	<b>1.9%</b>

**Key Fire and Rescue Services Budget Changes:**

Salary & Benefit increases	\$30,188
Add for full year of FST position in 2010 (5 1/2 months in 2009)	\$36,408
Increase in Volunteer Agreement package	\$28,558
<b>Total increase due to Remuneration</b>	<b>\$95,154</b>
Increase from transfer in of previous capital budget items	\$34,000
<b>Total increase due to remunerations and capital transfers</b>	<b>\$129,154</b>

Deductions of approx 7% from the discretionary portion of the operating budget kept the overall increase below 7%

**Operating Budget**

The 2010 operating budget increased by 6.9% over the 2009 budget. Discretionary items within the operating budget were reduced by 7% to help offset increases attributed to wages, benefits, volunteer remuneration and transfer of capital funds into operating.

**Capital Budget**

The proposed capital budget for the Fire Rescue Services for 2010 is \$63,000 and is summarized in the Capital Assets Business Plan. Key highlights include:

- Replacement of Squad 1 van for \$50,000 from the equipment replacement reserve fund (ERRF) with a full-size 4 door pick-up truck
- Firehall Lifecycle Repairs for \$13,000 as scheduled (+ \$30,000 carried forward from 2009 to complete works underway)

Included in the following section are decision packages for the following:

- Hiring of the second Fire Safety Technician (FST) for \$78,000
- Install a fire hydrant at the Airport Apron #4 area to enhance fire service training at the site in partnership with the Airport for \$75,000 (estimate from Engineering)

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**Attachment A – Decision Package – Staffing of second Fire Safety Technician (FST) position**

Department/Division:	Fire
Submitted by:	Don Jolley
Estimated Capital Cost:	\$850
Estimated Operating Costs:	One time: \$78,000 (2010) Ongoing: \$78,000
SMT Recommendation:	
Staff Priority:	1 - Operating

**Description**

The decision to hire the first fire safety technician (FST) was made by Council as part of a commitment to enhance the current volunteer-based fire service model in the City.

The recently presented Fire Master Plan strongly supports the hiring of a second position, amongst a number of other recommendations. A detailed Business Case entitled *Business Case – Second Fire Safety Technician Position as part of the continued Enhancement to the Fire Service Delivery Model (DM #76043)* accompanies this Decision Package.

**Recommendation**

The hiring of the second fire safety technician on January 11<sup>th</sup>, 2010 to perform numerous departmental functions including, but not limited to: public education, inspections, pre-fire planning, maintenance, administrative support and primary response to week-day, business hour emergency incidents.

**Financial Implications (as outlined in the Business Case)**

**Total Costs for 2010 (projected) Hire Date January 11<sup>th</sup> = \$77,250**

**Capital** outlay costs will be minor initially. Additional uniforms will be required beyond the current basic volunteer issue (\$350). Personal Protective Equipment (PPE) already exists and will not be required as a capital outlay.

**Operational** costs will include salary and benefit amounts for two employees, uniform maintenance and replacement, and slightly accelerated replacement of PPE. A small amount of administrative costs will also occur departmentally, as would additional funds toward the POC model wages. Added costs for Finance/HR are unknown at this time.

**Costs - Capital:**

Uniforms:	\$350	= \$ 350
Misc:	\$500	= \$ 500
		Total = \$ 850

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**Costs – Operating:**

Selection Process	\$500		= \$ 500 one time
Wages <sup>1</sup> :	\$31/hr (2009)	X 75 X 26	= \$ 60,450 annually
Benefits:	\$7/hr (approx)	X 75 X 26	= \$ 13,650 annually
PPE Maintenance:	\$800.00		= \$ 800 annually
Training <sup>2</sup>	\$1000.00		= \$ 1000 annually

Total = \$77,250 annually

Notes:

1. Wage is based on scale applied to currently existing position.
2. Additional Budget required to cover course costs and wages for training courses

**Discussion**

The 2009 Business Plan process in the City saw the Fire Rescue Service identify a strong need for the addition of two (2) career fire safety technicians (FST's) to enhance our operational capabilities through provision of maintenance, public education, pre-incident planning and response staffing augmentation. Council approved one of these positions for the 2009 budget and the second position was identified as necessary and was tentatively accepted as recommended for implementation in January 2010, as per the Business Case entitled "Enhancement to Fire Service Volunteer Delivery Model – October 22, 2008. The Fire Rescue Service believes strongly that there continues to be a legitimate need for the second position.

The two fire safety technicians would continue to enhance support operations such as maintenance, pre-incident planning, and fire & life safety education. However, as a pair they will significantly enhance emergency response to business hour incidents, and decrease volunteer demand. Limiting risk exposure is a major justification for these positions and performance of these duties addresses many of these concerns.

**Alternatives**

1. That Council directs the Director of Fire Services to determine, and report back on, areas where levels of service can be reduced, OR
2. Other.

**Summary**

It is very important to identify how much money is saved by the volunteer fire service model. Every attempt to maintain the current volunteer-based model, or even a paid on call model, saves the City large sums of money annually. The current fire department is an extremely cost effective municipal service and supporting that model must remain a very high priority.

The dedication of funding to provide the second fire safety technician in 2010 should be viewed as an investment into the overall economic and operational sustainability of the community. It would also be a demonstration of Council's continued commitment to the work of the City's only resident emergency service.

