

Agenda No:	9.1
Mtg Date:	May 25/15

REGIONAL DISTRICT OF CENTRAL OKANAGAN

FIRE SERVICES REVIEW

Central Okanagan East and West Electoral Area Paid-On-Call Fire Departments

The scope of the service review is as follows:

1. Intent & Overview:

The Regional District is seeking proposals from suitably experienced Consultant to deliver a review and analysis of the structure and operations of the Regional District of Central Okanagan's four paid-on-call fire departments. The project aims will be to provide guidance to ensure that the departments are providing the most cost effective operations while meeting all legislated safety requirements and the mandate of the service areas.

Further details on the Scope of Work are provided under sections 2, 3 and 4 herein.

1.1 The Regional District of Central Okanagan:

The Regional District of Central Okanagan (referred to hereon as the "Regional District") covers the central portion of the Central Okanagan valley including the; City of Kelowna, District of West Kelowna, District of Lake Country, District of Peachland, as well as Central Okanagan Electoral Areas East and West. More details on the Regional District can be found at our website: www.regionaldistrict.com

1.2 Four Paid-on-call Fire Departments:

The Regional District is responsible for fire protection and suppression services provided through four paid-on-call fire departments, in areas of the two unincorporated electoral areas (Central Okanagan Electoral Areas East and West).

Each of the departments provides services specifically within its fire protection area. These services are funded by property owners living within the fire department jurisdiction.

The Four Paid-on-call Fire Departments are as follows:

- Ellison Fire Department, 4411 Old Vernon Rd, Ellison
- Joe Rich Fire Department, 11481 East Highway 33, Joe Rich
- North Westside Fire Rescue, 514 Udell Rd, Killiney Beach
- Wilson's Landing Fire Department, 2396 Westside Rd, Wilson's Landing

Further details on these fire departments can be found at the Regional District website: www.regionaldistrict.com/your-services/fire-protection

Additional data on each department is also provided under section 2 herein.

1.3 Schedule:

The Regional District anticipates signing an agreement with the Consultant in early July 2015. Completion of all deliverables must be achieved before a presentation to the Regional Board by the Consultant on September 10, 2015.

2. **Scope of the Fire Service Review:**

The scope of the review will include the four paid-on-call fire departments and its management structure. The following details provide an overview of the size and nature of the four departments:

Fire Departments:	ELLISON	JOE RICH	NORTH WESTSIDE	WILSON'S LANDING
Protection Area Sq Km	18.986	41.279	19.412	4.626
Total Assessed Value	\$411,842,633	\$200,811,630	\$490,647,628	\$240,236,122
Rate per \$1000	0.9802	1.4596	0.8983	0.496
Parcels: (Improved)	974	379	1180	442
Total Parcels	1099	455	2153	495
Members	30	30	30	25
Fire Halls	1	2	2	1
Marine Boathouse			1	
BUDGET:				
2015	\$520,104	\$324,888	\$452,403	\$140,552
2014	\$401,283	\$295,366	\$420,026	\$134,208

*Note, Assessed value includes property and improvements to be protected.

2014 CALLOUTS:	Ellison	Joe Rich	North Westside	Wilson's Landing	Total Callouts
Residential Fires	5	1	3	0	9
Business / Industrial Fires	0	0	0	0	0
Forest / Grass Fires	6	2	2	1	11
Medical First Response	51	15	35	0	101
Motor Vehicle Accidents	9	28	7	5	49
Vehicle Fires	5	1	2	1	9
Hazardous Materials	1	0	2	0	3
Mutual Aid/Assist Other Dept.	10	5	2	1	18
Smoke Chase / Burning Complaint	10	8	6	2	26
Alarms (incl. false, test,)	6	0	3	11	20
Rescues (incl. high angle, low angle, ice, lake/marine)	0	0	1	0	1
Fires (Campfire, Minor)	2	1	0	1	4
Other (Public Service, Flood Assess, Power Lines, Rechecks)	5	14	3	3	25
Total Callouts	110	75	66	25	276

3. General Requirements:

- 3.1 Upon commencement of the service review, the Consultant shall meeting with the Manager of Fire and Inspections Services and the Director of Community Services and to agree the following for the service review:
 - a. A detailed methodology and approach
 - b. A detailed schedule
 - c. A list of interviewees
- 3.2 Interim updates to the Manager of Fire and Inspection services shall be provided each month.
- 3.3 A final report providing all of the service review analysis and deliverables will be provided both electronically and in paper copy format. 15 copies of the paper copy format will be provided by the Consultant.
- 3.4 A presentation of the final report will be delivered by the Consultant to the Governance and Services Committee of the Regional District on September 10, 2015.

4. Service Review Deliverables:

For each of the four departments, the service review will address all of the following areas through interviews, research and analysis as required. The final report shall overview all analysis performed and provide guidance and recommendations for each of these areas on how to ensure departments are providing the most cost effective operations while meeting all legislated safety requirements and the mandate of the service areas.

4.1 Finance, By-law and Policy:

- a) Review funding, revenue generation and reporting under the Society Act of BC, review Society relationships with Fire departments.
- b) Review all fire department third party spend, including Limited Value Purchase Order and Purchasing Card use to ensure compliance with the Regional District of Central Okanagan purchasing policy.
- c) Review purchasing delegation including authority and spending limits.
- d) From an operational perspective, review; past practice, barriers, and advantages of implementing common equipment specifications in order to enable common service contracts and pooled purchases for equipment across all four departments.
- e) Review Operational Guidelines and provide suggested amendments.
- f) Review the current mandate and establishing bylaws. Identify changes with regard to the mandate if required.
- g) Analyze current Office of the Fire Commissioner (OFC) Playbook; provide comments on implications and recommendations for each Fire Protection Area.
- h) Review resource allocation and provide recommendations to optimize efficiency on calls.

4.2 Training, Recruitment, Retention and Records:

- a) Review training requirements specific to the mandate of the department. Review to include any training that may exceed the mandate of the core service requirements.
- b) Review the possibility of establishing and instructor pool for all 4 departments.
- c) Training options, use of local facilities to optimize convenience, ensure evening responses and are fiscally responsible so that more training can be provided within budget. Review the options of joint or combined training sessions with the other departments. Review the need for accredited training.
- d) Review current practices and provide recommendations for:
 - i. Retention
 - ii. Recruitment
 - iii. Recognition
 - iv. Incentives
- e) Review and provide recommendations on current record keeping and file structure for:
 - i. Training
 - ii. Incidents
 - iii. Employee files
 - iv. Payroll

4.3 Long Term Strategy:

- a) Review each department's succession plan and provide recommendations.
- b) Provide recommendations and funding structure for long-term sustainability strategies for equipment, apparatus and facilities for each department.
- c) Review each existing Fire Protection Area and provide recommendations/strategy for service area expansion.

4.4 Organizational Structure:

- a) Review existing management structure, local department officer structure, administrative workloads and provide recommendations.
- b) Review wages, stipends and compensation and provide recommendations to implement consistency within the Regional District and verify the Regional District is within the market levels compared throughout the industry.
- c) Review staffing levels for each department and provide recommendations.

Dated: May 25, 2015