New Business #11

COUNTY AGENDA REQUEST

Department:	Board of Commissioners	Presenter(s):	County Administrator Steve Rapson
Meeting Date:	Thursday, April 24, 2014	Type of Request:	New Business

Wording for the Agenda:

Consideration of staff's recommendation to consolidate the City of Fayetteville's Fire Department into the Fayette County Fire Department, and for the consolidation of the departments to become fully operational on July 1, 2014.

Background/History/Details:

The Fayette County Board of Commissioners and the Fayetteville City Council have been considering and reviewing the merits and challenges of consolidating the City of Fayetteville's Fire Department into Fayette County's Fire Department. These considerations were based on redundant operations by both departments within the City of Fayetteville as well as a projected funding shortfall by the City of Fayetteville.

Numerous meetings have taken place between the staffs and elected officials of both jurisdictions in an effort to smoothly and efficiently consolidate the city's fire department into the county's fire department. The issue of consolidation was spoken of at length at the April 4, 2014 Board of Commissioners Retreat and at the April 9, 2014 Public Joint Meeting of the Fayette County Board of Commissioners and the City of Fayetteville Council. The consolidation effort has been reported in both local and Atlanta media.

The Fayetteville City Council will hold a public meeting concerning Fire Consolidation on Wednesday, April 23, 2014.

What action are you seeking from the Board of Commissioners?

Consideration of staff's recommendation to consolidate the City of Fayetteville's Fire Department into the Fayette County Fire Department, and for the consolidation of the departments to become fully operational on July 1, 2014.

If this item requires funding, please describe:

No funding is requested.

Has this request been considered within the past two years?	No	If so, when?	
Is Audio-Visual Equipment Required for this Request?*	Yes	Backup Provided with Request?	Yes

**** All audio-visual material must be submitted to the County Clerk's Office no later than 48 hours prior to the meeting. It is also your department's responsibility to ensure all third-party audio-visual material is submitted at least 48 hours in advance.***

Approved by Finance	Not Applicable	Reviewed by Legal	
Approved by Purchasing	Not Applicable	County Clerk's Approval	Yes
Administrator's Approval			

Staff Notes:

This recommendation is the result of City of Fayetteville and Fayette County working together for the long-standing safety, protection and betterment of all Fayette's citizens.

FAYETTE COUNTY, GA. FIRE CONSOLIDATION PROPOSAL

Board of Commissioners Retreat

April 4, 2014

Fire Services Consolidation

Departmental Comparison

Fayetteville

- Coverage Area – 10 Sq. Miles
- Stations – 2 (1 Co-Location)
- Apparatus (Daily Minimum)
  - 2 Engines
  - 1 Aerial
  - 1 Battalion Captain
- Full Time Staff
  - Operations - 21
  - Admin - 3
  - Part Time – 9

Fayette County

- Coverage Area – 172 Sq. Miles
- Stations – 8 (1 – Co-Location)
- Apparatus (Daily Minimum)
  - 6 Engines
  - 2 Quints
  - 5 Medic Units
  - 2 – Squads (Flex 1 or 2)
  - 1 – Rescue
  - 1 – Battalion Chief
- Full Time Staff
  - Operations - 129
  - Admin - 16
  - Part Time - 0

2013 Incident Data Comparison

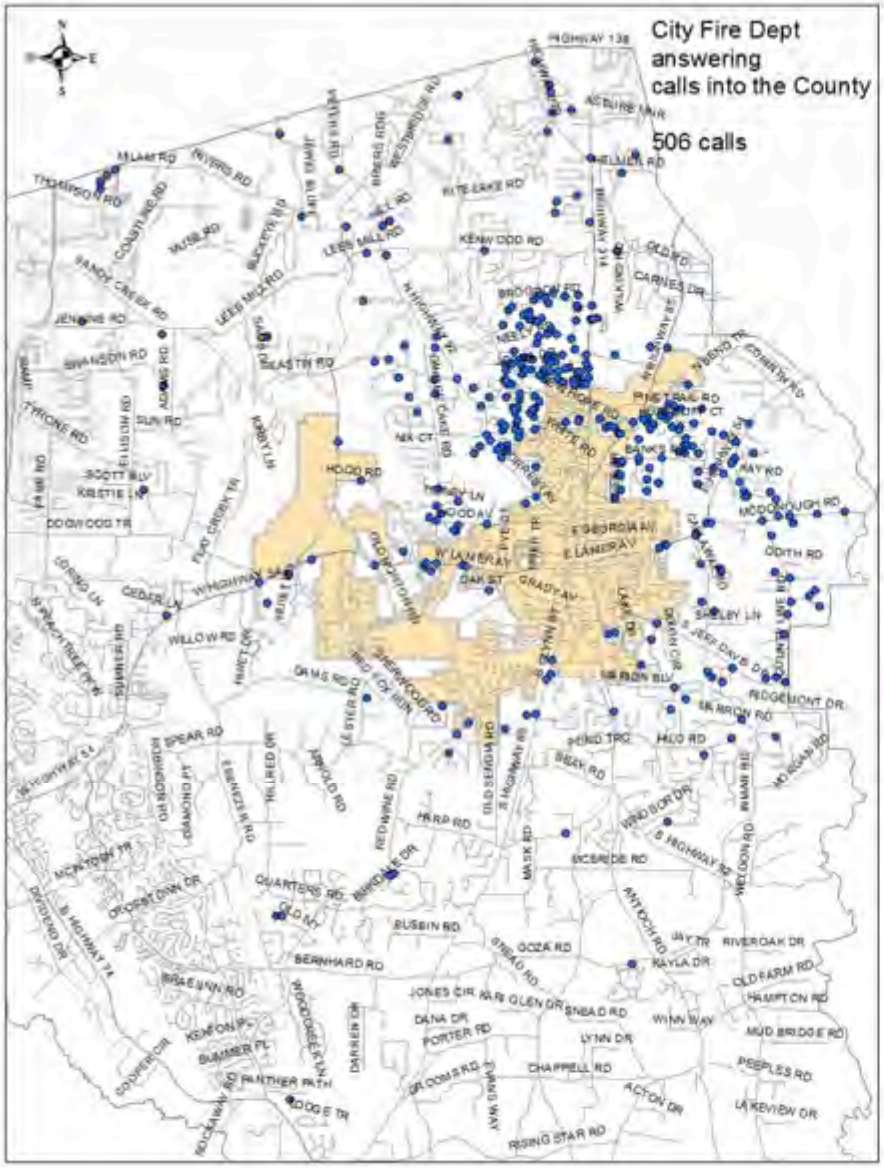
Fayetteville

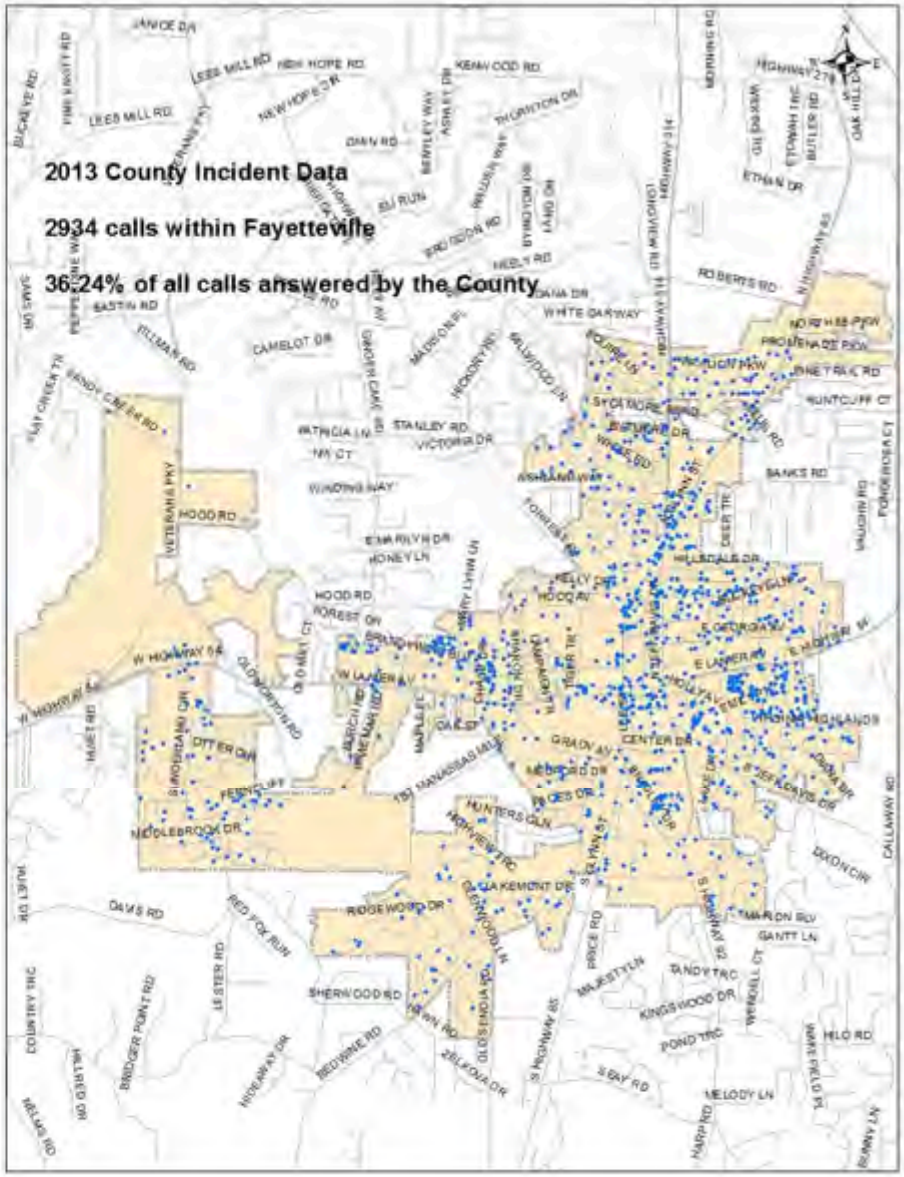
- Total Incidents 2,877
- Rescue/Medical 1,789 (62.2%)
- Service Calls 172 (6.0%)
- Good Intent 527 (18.3%)
  - 405 Cancelled Calls (14.1%)
- Hazardous Calls 94 (3.3%)
- False Alarms 231 (8.0%)
- Fires 57 (2.0%)
  - 27 Building
  - 7 Cooking
  - 3 Chimney
  - 10 Vehicle
  - 10 Grass/Trash/Other
- Severe Weather 7 (<0.2%)

Fayette County

- Total Incidents 8,105
- Rescue/Medical 6,258 (77.2%)
- Service Calls 501 (6.2%)
- Good Intent 567 (7.0%)
  - 304 Cancelled Calls (3.8%)
- Hazardous Calls 189 (2.3%)
- False Alarms 404 (5.0%)
- Fires 168 (2.1%)
  - 32 Building
  - 17 Cooking
  - 7 Chimney
  - 19 Vehicle
  - 93 Grass/Trash/Other
- Severe Weather 18 (0.2%)

2013 Calls for Service Comparison





2013 Calls for Service Comparison

Fayetteville

- Total Incidents 506
- Rescue/Medical 273 (54.0%)
- Service Calls 29 (5.7%)
- Good Intent 112 (22.1%)
  - 87 Cancelled Calls (17.2%)
- Hazardous Calls 24 (4.7%)
- False Alarms 35 (6.9%)
- Fires 30 (5.9%)
- Weather 3 (0.7%)

Fayette County

- Total Incidents 2,934
- Rescue/Medical 2,531(86.3%)
- Service Calls 97 (3.3%)
- Good Intent 160 (5.5%)
  - 84 Cancelled Calls (2.9%)
- Hazardous Calls 29 (1.0%)
- False Alarms 70 (2.4%)
- Fires 27 (0.9%)
- Weather 7 (0.2%)
- Public Relations 13 (0.4%)
  - CPR/Fire Safety

Financial Modeling Assumptions

- Revenue:
  - Fayette County's Unincorporated Millage Rate 3.070
  - Fayetteville 2013 Digest
  - Fayetteville 2013 Fire Services Budget
- Expenditures:
  - Fayette County Pay & Classification System
  - Fayette County Defined Benefit and Defined Contribution plans
  - Fayette County Healthcare Benefit plans
  - Fayette County Fire Services Command Structure

Financial Analysis – Major Considerations

- Staffing transition and approach to placing staff on the Fayette County Pay & Classification System
- Employee Benefit impacts for Retirement Plans and Healthcare Benefits
- Operating Impacts associated with economy of scale savings and in-house staff ability training
- Integration of Command Staff fire personnel
- Staffing compensation considerations to smooth transition and maintain pay parity, longevity and experience
- Certification standards and considerations for consistency of operations countywide

Financial Modeling – Where we are…

Category Rollup	Fayette	Fayetteville
PropertyTaxes	5,928,500	2,076,190
Insurance Premium Tax	2,175,000	0
Impact Fees	125,000	0
Tower Rental	60,000	0
All Other	35,000	0
Total Revenues	**8,323,500**	**2,076,190**

Category Rollup	Fayette	Fayetteville
Salary and Benefits	7,096,602	2,164,812
Services	211,820	130,912
Supplies	255,957	138,911
Assets	7,125	0
Transfers To General Fund	316,491	0
Transfers To Capital Projects	37,225	0
Transfers To Vehicles	350,000	0
Total Expenditures	**8,275,220**	**2,434,635**
Surplus/(Shortfall)	**48,280**	**(358,445)**

Financial Modeling – Retirement Plans

- Fayette County offers the choice of either a Defined Benefit (DB) Plan or Defined Contribution (DC) Plan.
- Fayette County contributes 3.8% to whichever plan the employee selects.
  - **Option #1** - Defined Benefit Plan is managed by ACCG; has a required 2.5% employee contribution with a 10 year vesting period, 1.25% salary times years of service, with a 3.8% County contribution.
  - **Option #2** - Defined Contribution Plan is a “walk away” plan; has no matching requirement with a 2 year vesting period, with a 3.8% County contribution.
  - **Fayetteville** - Defined Benefit Plan is managed by GMA; has a required 2.0% employee contribution with a 10 year vesting period, 1.50% salary times years of service.
- Voluntary Employee Contribution 457 Plan:
  - **Fayette** - contributes an amount equal to 50% up to the first 5.0% an employee defers, for a maximum match of 2.5% with a 5 year vesting period.
  - **Fayetteville** - contributes an amount equal to 50% up to the first 4.0% an employee defers, for a maximum match of 2.0% with a 5 year vesting period.
- Net Decrease ($109,860)

Financial Modeling – Retirement Plans

Job Description	City Retirement Plan DB Plan 13.21% Sal	City Retirement Plan Retirement 457/Match	County Retirement Plan DB/DC Plan 3.8% Sal	County Retirement Plan Retirement 457/Match	Variance DB Plan	Variance 457 Match
Fire Chief	$11,295.35	$0.00	$3,249.23		($8,046.12)	
Deputy Fire Chief	$10,044.46	$0.00	$2,889.40		($7,155.06)	
Fire Captain Technical Servi	$8,280.13	$0.00	$2,381.87		($5,898.26)	
Fire Captain	$8,624.03	$1,243.58	$2,480.80	$1,305.76	($6,143.24)	$62.18
Fire Captain	$8,211.18	$1,184.04	$2,362.04	$1,243.24	($5,849.15)	$59.20
Fire Captain	$6,479.49	$0.00	$1,863.90		($4,615.60)	
Fire Lieutenant	$5,638.50	$813.02	$1,621.97	$853.67	($4,016.52)	$40.65
Fire Lieutenant	$6,750.91	$973.44	$1,941.97	$1,022.11	($4,808.93)	$48.67
Fire Lieutenant	$7,454.28	$0.00	$2,144.31		($5,309.98)	
Fire Lieutenant	$5,955.78	$0.00	$1,713.25		($4,242.54)	
Fire Lieutenant	$7,649.24	$1,102.92	$2,200.39	$1,158.07	($5,448.85)	$55.15
Fire Fighter IV	$5,317.39	$191.75	$1,529.60	$201.34	($3,787.78)	$9.59
Fire Fighter II	$4,606.37	$0.00	$1,325.07		($3,281.29)	
Fire Fighter I	$4,384.65	$0.00	$1,261.29		($3,123.36)	
Fire Fighter IV	$5,076.56	$731.90	$1,460.33	$768.50	($3,616.23)	$36.60
Fire Fighter III	$4,946.59	$713.18	$1,422.94	$748.84	($3,523.65)	$35.66
Fire Fighter III	$5,126.25	$554.32	$1,474.62		($3,651.63)	
Fire Fighter III	$4,881.60	$0.00	$1,404.25		($3,477.36)	
Fire Fighter IV	$5,076.56	$731.90	$1,460.33	$768.50	($3,616.23)	$36.60
Fire Fighter IV	$5,076.56	$731.90	$1,460.33	$768.50	($3,616.23)	$36.60
Fire Fighter IV	$5,076.56	$522.86	$1,460.33	$549.00	($3,616.23)	$26.14
Fire Lt. (Temp Assignment)	$5,772.29	$832.26	$1,660.46	$873.87	($4,111.83)	$41.61
Fire Fighter II	$4,606.37	$0.00	$1,325.07		($3,281.29)	
Fire Fighter IV	$5,076.56	$731.90	$1,460.33	$768.50	($3,616.23)	$36.60
Fire Administrative Clerk	$3,554.40	$0.00	$1,022.46		($2,531.94)	
	$154,962.05	**$11,058.97**	**$44,576.52**	**$11,029.88**	**($110,385.53)**	**$525.23**

[1] *Fayetteville Voluntary 457 Plan - contributes an amount equal to 50% up to 2.0%.*

Financial Modeling – Healthcare Plans

- Fayette County offers a Traditional Open Access POS (Point of Service) and HSA (Health Saving Account) Medical Plan, Dental and Vision plans.
- Open Enrollment process.
- Flexible Spending Accounts (FSA)
- Health Advocate.
- Wellness programs and benefits.
- Life and Long-term Disability Insurance – paid county.
- Munis Self Service – employee benefit portal.
- Net decrease ($123,634)

Financial Modeling – Healthcare Plans

Job Description	Coverage Lvl	City Prem Share Yr		County Prem Share Yr		Variance	
		Medical	All Other	Medical	All Other	Medical	All Other
Fire Chief	Family	$20,706.48	$1,303.08	$13,437.84	$742.56	($7,268.64)	($560.52)
Deputy Fire Chief	Emp/Children	$10,927.56	$820.20	$8,685.82	$637.52	($2,241.74)	($182.68)
Fire Marshal - Part-Time	Emp/Child	$6,616.08	$771.00			($6,616.08)	($771.00)
Fire Captain Tech Svc	Emp/Children	$6,616.08	$771.00	$8,685.82	$637.52	$2,069.74	($133.48)
Fire Captain	Family	$20,706.48	$1,254.96	$13,437.84	$742.56	($7,268.64)	($512.40)
Fire Captain	Family	$20,706.48	$1,254.96	$13,437.84	$742.56	($7,268.64)	($512.40)
Fire Captain	Emp/Children	$11,648.40	$1,200.24	$8,685.82	$637.52	($2,962.58)	($562.72)
Fire Lieutenant	Emp/Children	$11,648.40	$1,151.76	$8,685.82	$637.52	($2,962.58)	($514.24)
Fire Lieutenant	Family	$20,706.48	$1,210.68	$13,437.84	$742.56	($7,268.64)	($468.12)
Fire Lieutenant	Emp/Children	$11,648.40	$1,151.76	$8,685.82	$637.52	($2,962.58)	($514.24)
Fire Lieutenant	Emp/Children	$11,648.40	$1,151.76	$8,685.82	$637.52	($2,962.58)	($514.24)
Fire Lieutenant	Family	$20,706.48	$1,233.00	$13,437.84	$742.56	($7,268.64)	($490.44)
Fire Fighter IV	Emp/Children	$11,648.40	$1,200.24	$8,685.82	$637.52	($2,962.58)	($562.72)
Fire Fighter II	Family	$20,706.48	$1,048.44	$13,437.84	$742.56	($7,268.64)	($305.88)
Fire Fighter I	Employee	$6,616.08	$572.16	$4,740.32	$235.82	($1,875.76)	($336.34)
Fire Fighter IV	Employee	$6,616.08	$572.16	$4,740.32	$235.82	($1,875.76)	($336.34)
Fire Fighter III	Family	$20,706.48	$1,094.28	$13,437.84	$742.56	($7,268.64)	($351.72)
Fire Fighter III	Emp/Children	$11,648.40	$1,108.56	$8,685.82	$637.52	($2,962.58)	($471.04)
Fire Fighter III	Emp/Children	$10,227.48	$1,090.20	$8,685.82	$637.52	($1,541.66)	($452.68)
Fire Fighter IV	Family	$20,706.48	$1,105.32	$13,437.84	$742.56	($7,268.64)	($362.76)
Fire Fighter IV	Employee	$7,567.92	$638.40	$4,740.32	$235.82	($2,827.60)	($402.58)
Fire Fighter IV	Emp/Spouse	$12,936.60	$643.92	$9,206.86	$500.24	($3,729.74)	($143.68)
Fire Lt. (Temp Post)	Family	$20,706.48	$1,129.56	$13,437.84	$742.56	($7,268.64)	($387.00)
Fire Fighter II	Family	$20,706.48	$1,129.56	$13,437.84	$742.56	($7,268.64)	($387.00)
Fire Fighter IV	Employee	$7,567.92	$638.40	$4,740.32	$235.82	($2,827.60)	($402.58)
Firefighter IV (Job Share)		$667.92	$399.36			($667.92)	($399.36)
	$0.00	**$353,314.92**	**$25,644.96**	**$240,718.92**	**$14,606.80**	**($112,596.00)**	**($11,038.16)**

Financial Modeling – Operating

- Line item operating expenditures reductions; primarily from small equipment, professional and technical services, education, training, cleaning supplies and misc. items.
- Proposed reductions determined by line item review of existing approved budget by Command Staff based upon economy of scale and in-house capability.
- Paramedic training and certification funding is included as envisioned under staffing proposal.
- Net Decrease ($26,639)

Financial Modeling – Staffing Observations

- Full-time staffing has decreased 33.3% since FY2012
- Frontline operations shared with part-time (Job-Share)
- Staffing levels set at minimum staffing for fire operations
- Medical calls account for 62.1% of all call for service
- Fire calls (Including smoke related calls) account for 2.0%
- Fire calls resulting in an actual fire – 27 Structure
- Pinewood Station minimum presence – 2 officer/per shift

Salary Analysis 2012 vs. 2014

Job Description	2012 Salary Addendex D	2013 Salary Existing	Salary Variance	Percent	2014 Current[2] Annual Salary	2012 Salary vs 2014 Salary	Percent
Fire Chief	$77,556.44	$81,434.34	$3,877.90	5.0%	$85,506.06	$7,949.62	10.3%
Deputy Fire Chief	$72,415.98	$72,415.98	$0.00	0.0%	$76,036.78	$3,620.80	5.0%
Fire Captain Tech Svc	$59,717.00	$59,696.00	($21.00)	0.0%	$62,680.80	$2,963.80	5.0%
Fire Captain	$62,175.36	$62,175.36	$0.00	0.0%	$65,284.13	$3,108.77	5.0%
Fire Captain	$59,198.88	$59,198.88	$0.00	0.0%	$62,158.82	$2,959.94	5.0%
Fire Captain	$46,720.00	$46,714.20	($5.80)	0.0%	$49,049.91	$2,329.91	5.0%
Fire Lieutenant	$40,651.00	$40,651.00	$0.00	0.0%	$42,683.55	$2,032.55	5.0%
Fire Lieutenant	$48,670.96	$48,670.96	$0.00	0.0%	$51,104.51	$2,433.55	5.0%
Fire Lieutenant	$53,742.00	$53,742.00	$0.00	0.0%	$56,429.10	$2,687.10	5.0%
Fire Lieutenant	$42,966.00	$42,938.48	($27.52)	-0.1%	$45,085.40	$2,119.40	4.9%
Fire Lieutenant	$55,147.56	$55,147.56	$0.00	0.0%	$57,904.94	$2,757.38	5.0%
Fire Fighter IV	$38,335.96	$38,335.96	$0.00	0.0%	$40,252.76	$1,916.80	5.0%
Fire Fighter II[1]	$31,622.00	$33,209.80	$1,587.80	5.0%	$34,870.29	$3,248.29	10.3%
Fire Fighter I	$31,622.00	$31,611.32	($10.68)	0.0%	$33,191.89	$1,569.89	5.0%
Fire Fighter IV[1]	$33,203.00	$36,599.68	$3,396.68	10.2%	$38,429.66	$5,226.66	15.7%
Fire Fighter III	$35,662.64	$35,662.64	$0.00	0.0%	$37,445.77	$1,783.13	5.0%
Fire Fighter III	$36,957.98	$36,957.96	($0.02)	0.0%	$38,805.86	$1,847.88	5.0%
Fire Fighter III	$35,194.12	$35,194.12	$0.00	0.0%	$36,953.83	$1,759.71	5.0%
Fire Fighter IV	$36,607.00	$36,599.68	($7.32)	0.0%	$38,429.66	$1,822.66	5.0%
Fire Fighter IV	$36,607.00	$36,599.68	($7.32)	0.0%	$38,429.66	$1,822.66	5.0%
Fire Fighter IV	$36,607.00	$36,599.68	($7.32)	0.0%	$38,429.66	$1,822.66	5.0%
Fire Lt. (Temp Post)[1]	$38,721.80	$41,615.60	$2,893.80	7.5%	$43,696.38	$4,974.58	12.8%
Fire Fighter II	$33,209.80	$33,209.80	$0.00	0.0%	$34,870.29	$1,660.49	5.0%
Fire Fighter IV	$36,607.00	$36,599.68	($7.32)	0.0%	$38,429.66	$1,822.66	5.0%
	$1,079,918.48	**$1,091,580.36**	**$11,661.88**	**1.1%**	**$1,146,159.38**	**$66,240.90**	**6.1%**

[1] ***Salary increase reflects employee promotion***

[2] ***FY2014 Budget includes a 5% raise for all fire employees***

Salary Analysis 2012 vs. 2014

Job Description	2012 Salary Addendex D	2013 Salary Existing	Salary Variance	Percent	2014 Current[2] Annual Salary	2012 Salary vs 2014 Salary	Percent
Fire Marshal - Part-Time	$62,296.00	$45,943.30	($16,352.70)	-26.3%	$48,240.47	($14,055.54)	-22.6%
Fire Lieutenant	$42,883.00		($42,883.00)			($42,883.00)	
Fire Fighter I	$31,622.00		($31,622.00)			($31,622.00)	
Firefighter II	$33,203.00		($33,203.00)			($33,203.00)	
Fire Fighter III	$34,863.40		($34,863.40)			($34,863.40)	
Fire Fighter III	$38,060.36		($38,060.36)			($38,060.36)	
Fire Fighter III	$34,863.40		($34,863.40)			($34,863.40)	
Fire Fighter III	$38,446.00		($38,446.00)			($38,446.00)	
Firefighter IV	$36,607.00		($36,607.00)			($36,607.00)	
	$352,844.16	**$45,943.30**	**($306,900.86)**		**$48,240.47**	**($304,603.70)**	
Fire Administrative Clerk		$25,625.60	$25,625.60		$26,906.88	$26,906.88	
Firefighter IV (Job Share)		$0.00	$0.00		$0.00	$0.00	
Fire Fighter III - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Fire Fighter III - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Firefighter II - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Fire Fighter III - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Fire Fighter III - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Firefighter II - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Firefighter III - Job Share		$25,000.00	$25,000.00		$26,250.00	$26,250.00	
Fire Training - Job Share		$31,185.00	$31,185.00		$32,744.25	$32,744.25	
		$231,810.60	**$231,810.60**		**$243,401.13**	**$243,401.13**	
	$1,432,762.64	**$1,369,334.26**	**($63,428.38)**	**-4.4%**	**$1,437,800.97**	**$5,038.33**	**0.4%**

Salary Analysis 2012 vs. 2014

Position Reconcilation Analysis

Type Position	2012 Salary Addendex D	2013 Salary Existing	Variance	Percent	2014 Current Annual Salary	Variance	Percent
Full-Time	33.0	24.0	**(9.0)**	**-27.3%**	22.0	**(11.0)**	**-33.3%**
Full-Time (Vacant)		1.0	**1.0**		2.0	**2.0**	
Part-Time		9.0	**9.0**		9.0	**9.0**	
Total	**33.0**	**34.0**	**1.0**	**3.0%**	**33.0**	**0.0**	**0.0%**

Type of Change	Amount
Salary Increases	$66,240.90
Abolishments/Reclassifications	($304,603.70)
Part-time Hiring	$243,401.13
Total Change	**$5,038.33**

Type of Change	Amount
Full-Time	(11.00)
Vacant Position	2.00
Part-Time	9.00
Total Change	**0.00**

Fayette County – Organizational Structure

- **Organization of the Fire Service** - The organizational structure of a fire department consists of a chain of command.
- **Chain of command -** creates a structure for managing the department and commanding fire ground operations.
- **Ranking System -** Firefighters usually report to a Lieutenant. The Lieutenant is responsible for a single company (such as an engine company) on a single shift. Lieutenants reports to Captains. Captains are responsible for a fire company and for coordinating the company's activities with other shifts. Captains report to the Battalion Chiefs. Battalion Chiefs serve as the chief officer on duty on nights and weekends and reports to Headquarters.

Fayette County – Organizational Structure

- **Unity of Command** - A theory that each firefighter answers to only one supervisor. Each supervisory answers to only one boss. This ensures that everyone is answerable to the Fire Chief and establishes a direct route of responsibility from the Chief to the Firefighter.
- **Span of Control** - The number of people that one person can supervise effectively. Some experts believe that span of control should extend to no more than five people in a complex environment.
- **Division of Labor** - A way of organizing an incident by breaking down the overall strategy into smaller task. Some departments are divided into units based upon functions.

Fayette County – Command Structure

- **Company** - This is the basic unit. This is made up of a single piece of apparatus and its crew. The company can be supervised by an officer. This is usually a Captain or Lieutenant.
- **Battalion** - This is made up of multiple stations and the Companies that are quartered there. This unit of vehicles and personnel is usually supervised by a Battalion Chief. He serves as the chief officer on duty on nights and weekends.
- **Division (Or Division Chiefs)** - This is the division of staffing for the Headquarters command staff. Division Chiefs are responsible for operational functions within the entire department. Our primary functions within our organizational structure are: Administrative, Field Operations[1] and Technical Services.

[1] Direct report to Deputy Fire Chief

Fayette County – Staffing Structure

- **Firefighter/Emergency Medical Technician - (FF/EMT)** - Firefighters are the basic workers and any number of tasks from deploying hose lines to extinguishing fires. Usually companies are not responsible for any command functions and do not supervise other personnel.
- **Fire Apparatus Operator (FAO)** - Driver. The person who drives the vehicle and operates the pump or aerial. He is a specialist who knows everything about that piece of apparatus and is responsible for getting the fire apparatus and personnel to the fire scene safely.
- **Lieutenant/Paramedic - (Lt.)** - This is the officer over a single company. Assigned to an engine, truck, rescue company and is responsible for responding to fire and other emergencies in his community.
- **Captain/Paramedic - (Capt.)** - This officer commands 2-3 companies and is in charge of the crew and apparatus, while at the station and fire scene. They are responsible for the initial firefighting strategy, personnel safety and tactics used on the fire scene by all personnel. They may be called upon to fill in for the Battalion Chief during his or her absence.

Fayette County – Staffing Structure

- **Battalion Chief/Paramedic - (BC) -** Operational supervisor over several companies. Often the highest ranking officer on duty on a 24 hours basis. Captains report to Battalion Chiefs. Battalion Chiefs are responsible to the whole shift. They coordinate and command fire ground operations. They also ensure that all companies are properly staffed for each shift.
- **Deputy Chief** – Second in command over Fire and EMS services. Battalion Chief's report directly to the Deputy Chief. The Deputy Chief is in charge of functioning areas within the fire department (such as training, logistics, operations, etc)
- **Fire Chief** –Highest-ranking member of a fire department. He organizes and directs the Fire and EMS to minimize the loss of life, injury or property. The Fire Chief not only leads his firefighters as they fight fires, but serves as chief administrator of the fire department.

BLS vs. ALS Differences

- **Both for pre-hospital life support and transportation**
- **Fayetteville staff are BLS (Basic Life Support):**
  - Typically unit consists of two EMTs;
  - No transport license;
  - First Responder State license;
  - Fire Engines not functioning as ALS engines
  - Equipped with Epi pens and Oral glucose.
- **Fayette County staff are ALS (Advanced Life Support):**
  - Unit consists of a Paramedic and EMT;
  - Transport qualified;
  - Fire Engines functioning as ALS engines;
  - Ability to administer injections and intravenous fluids and intubation;
  - Equipped with airway equipment, cardiac life support, cardiac monitors with EGC transmission to hospital.

Transition Plan – Approach Staffing

- Fayetteville Command Staff will be integrated into our existing Fayette County Command Staff structure to enhance operations and augment county abilities.
- Company Command Staff (Captains and Lieutenants[1]) will be transitioned into leadership roles at better than existing salary conditioned upon obtaining Paramedic certification.
- Line Staff will be transitioned at better than existing salary.
- Fayette County will provide the training and pay for the Paramedic Course ($4,500) as part of the consolidation.
- Company Command Staff will have the option of a pay reclassification to LT, FAO or FF/EMT.

[1] Paramedic certification is a mandatory requirement for Company Command positions at Fayette County.

Command Staff
Possible Reclassifications

JOB DESCRIPTION	Existing Salary[1]	Voluntary Demotion			
		Captain	LT	FAO	FF/EMT
Fire Captain	$65,284.13	$65,485.04	$59,326.21	$59,326.21	$56,467.54
Fire Captain	$62,158.82	$62,329.60	$56,467.54	$59,326.21	$56,467.54
Fire Captain	$49,049.91	$60,809.37	$49,909.08	$49,909.08	$49,909.08
Fire Lieutenant	$42,683.55		$49,909.08	$43,036.44	$43,036.44
Fire Lieutenant	$51,104.51		$51,156.81	$51,156.81	$51,156.81
Fire Lieutenant	$56,429.10		$56,467.54	$56,467.54	$56,467.54
Fire Lieutenant	$45,085.40		$49,909.08	$45,215.16	$45,215.16
Fire Lieutenant	$57,904.94		$58,379.23	$59,326.21	$56,467.54
Fire Lt. (Temp)	$43,696.38		$49,909.08	$44,112.35	$44,112.35

[1] Including the budgeted FY2014 Fayetteville 5% pay increase

Employee Transition Plan

Fire Chief	Technical Services Division Chief
Deputy Chief	Captain – BFP & Community Education
Captain - Shift Commander	Captain - Operations
Lieutenant	Lieutenant - Operations
Firefighter / Paramedic	Firefighter / Paramedic
Firefighter 1,2,3,4/EMT	Firefighter / EMT

Transition Plan – Fire Chief

- Technical Services Division Chief – Command Staff Position
- Placed on Pay Scale at Higher than budgeted salary[1]
- Technical Services Division Chief responsibilities:
  - Accreditation
    - Regulatory Compliance
    - Strategic Planning
    - ISO (Insurance Services Office) Coordination
    - Policy, Procedures and Compliance
  - Bureau Fire Prevention
    - Fire Marshal
    - Fire Inspections
    - Fire Investigations
  - Community Education
    - Fayette County Community
    - Fayette County School System

[1] Including the budgeted FY2014 Fayetteville 5% pay increase

Transition Plan – Deputy Fire Chief

- Captain - Community Education
- Placed on Pay Scale at Higher than budgeted salary[1]
- Community Education responsibilities:
  - GIS (Geographical Information Services) Spillman
    - CAD (Computer Aided Dispatch) Coordinator
  - Accreditation Support
    - Regulatory Compliance
    - Strategic Planning
    - ISO (Insurance Services Office) Coordination
    - Policy, Procedures and Compliance
  - Fire Marshal Support
    - Fire Inspections
    - Fire Safety Education

[1] Including the budgeted FY2014 Fayetteville 5% pay increase

Transition Plan - Captains

- Captain – Operations
- Placed on Pay Scale at Higher than budgeted salary[1]
- Develop Plan for Transition over 3 Year period.
  - Paramedic Course (as Needed)
  - Associates Degree (as Needed)
- Paramedic Course $4,500 Paid by Fayette County
- (Option to LT, FAO or FF/EMT Position)
  - Placed on Pay Scale at level closest to Current Salary or Scale Top Out.
- Fayette County awards Kelly Days and remainder paid in overtime vs. Comp time accrual;

[1] Including the budgeted FY2014 Fayetteville 5% pay increase

Transition Plan - Lieutenants

- Lieutenant – Operations
- Placed on Pay Scale at Higher than budgeted salary[1]
- Develop Plan for Transition over 2 Year period.
  - Paramedic Course (as Needed)
- Paramedic Course $4,500 Paid by Fayette County
- (Option to FAO or FF/EMT Position)
  - Placed on FF/EMT Scale at Level Closest to Current Salary or Scale Top Out.
- Fayette County awards Kelly Days and remainder paid in overtime vs. Comp time accrual;

[1] Including the budgeted FY2014 Fayetteville 5% pay increase

Transition Plan – Fire Fighters I-IV

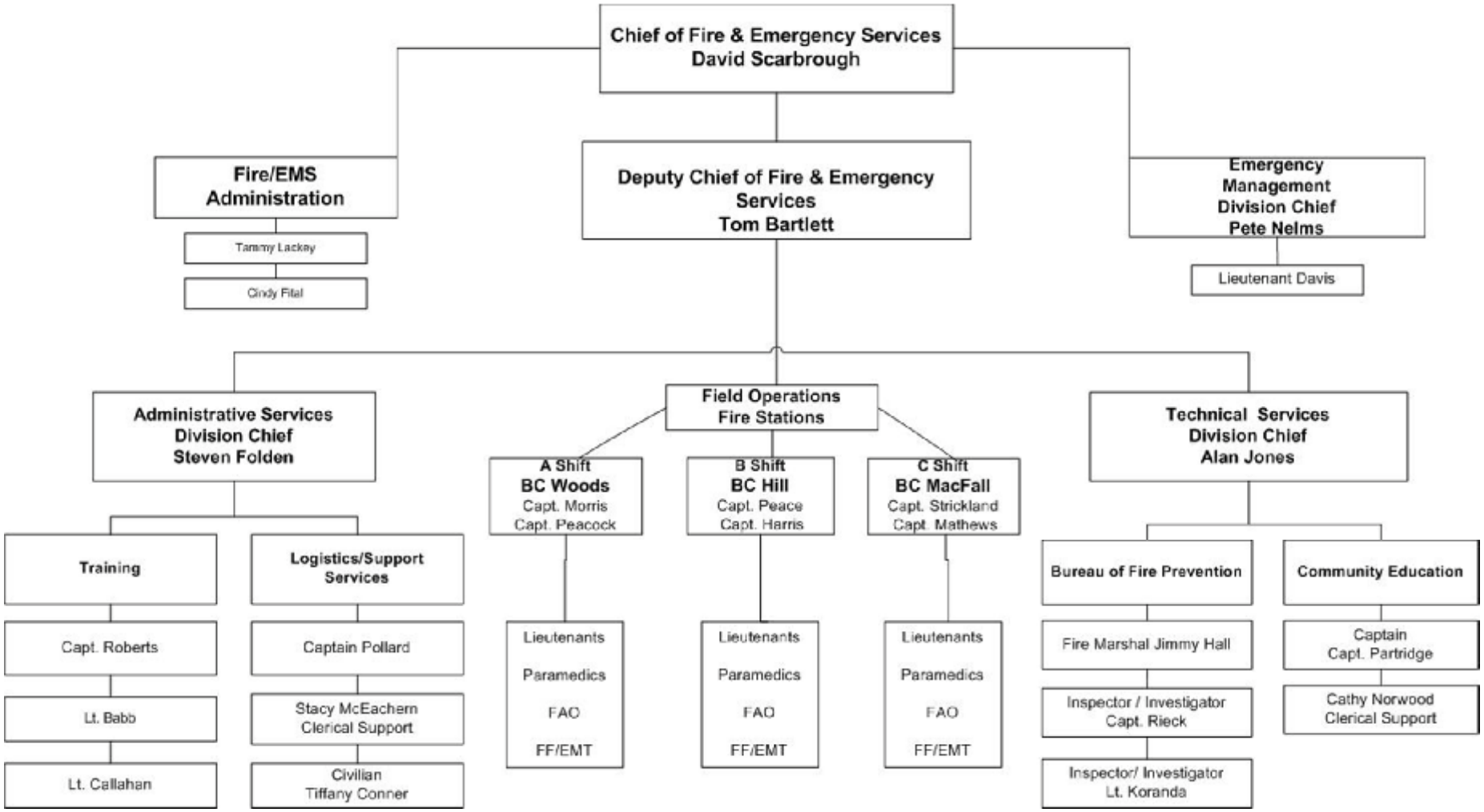
- Fire Fighter/EMT – Operations
- Placed on Pay Scale at Higher than budgeted salary[1]
- Fayette County awards Kelly Days and remainder paid in overtime vs. Comp time accrual;

[1] Including the budgeted FY2014 Fayetteville 5% pay increase

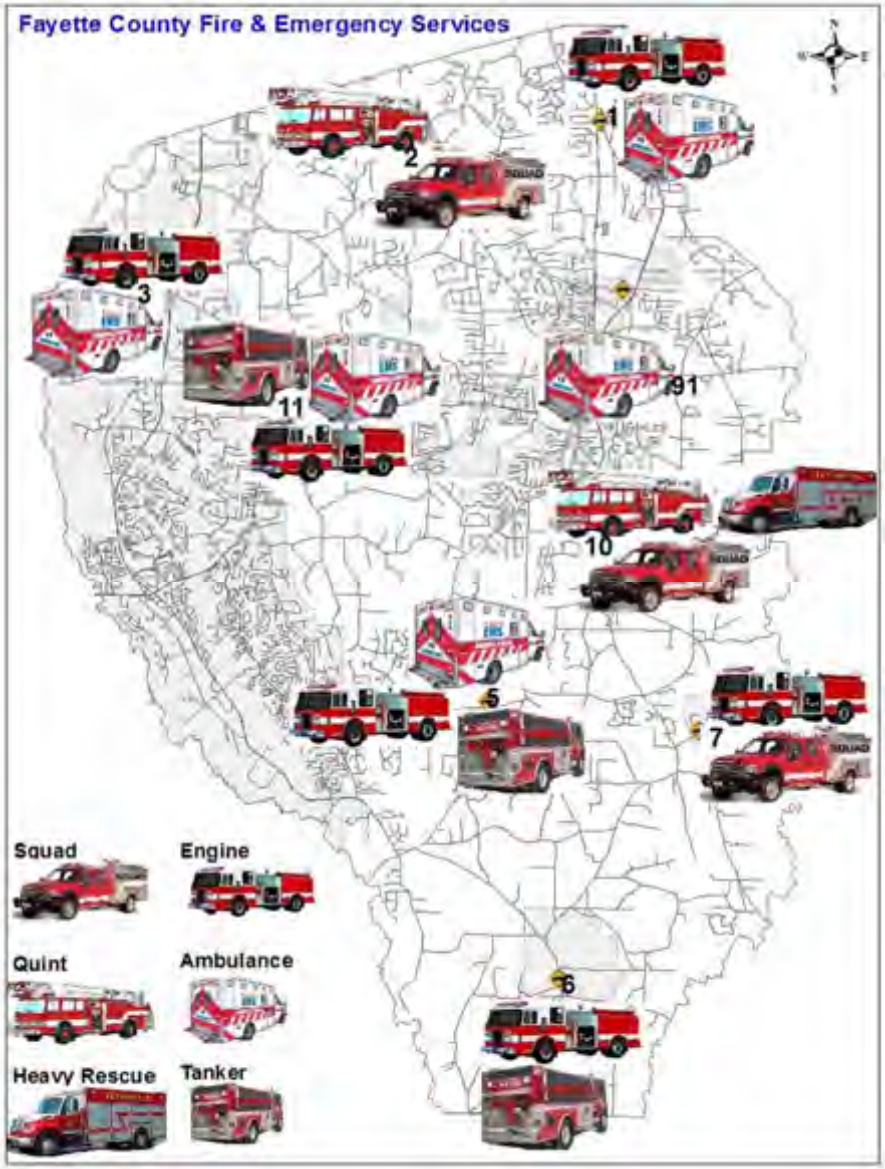
Transition Plan – Job Share

- Convert two Job-Share to full-time status
- Preferential status for a one year period for the following:
  - Hiring for an eligible vacant position
  - Backfilling of an extended leave position

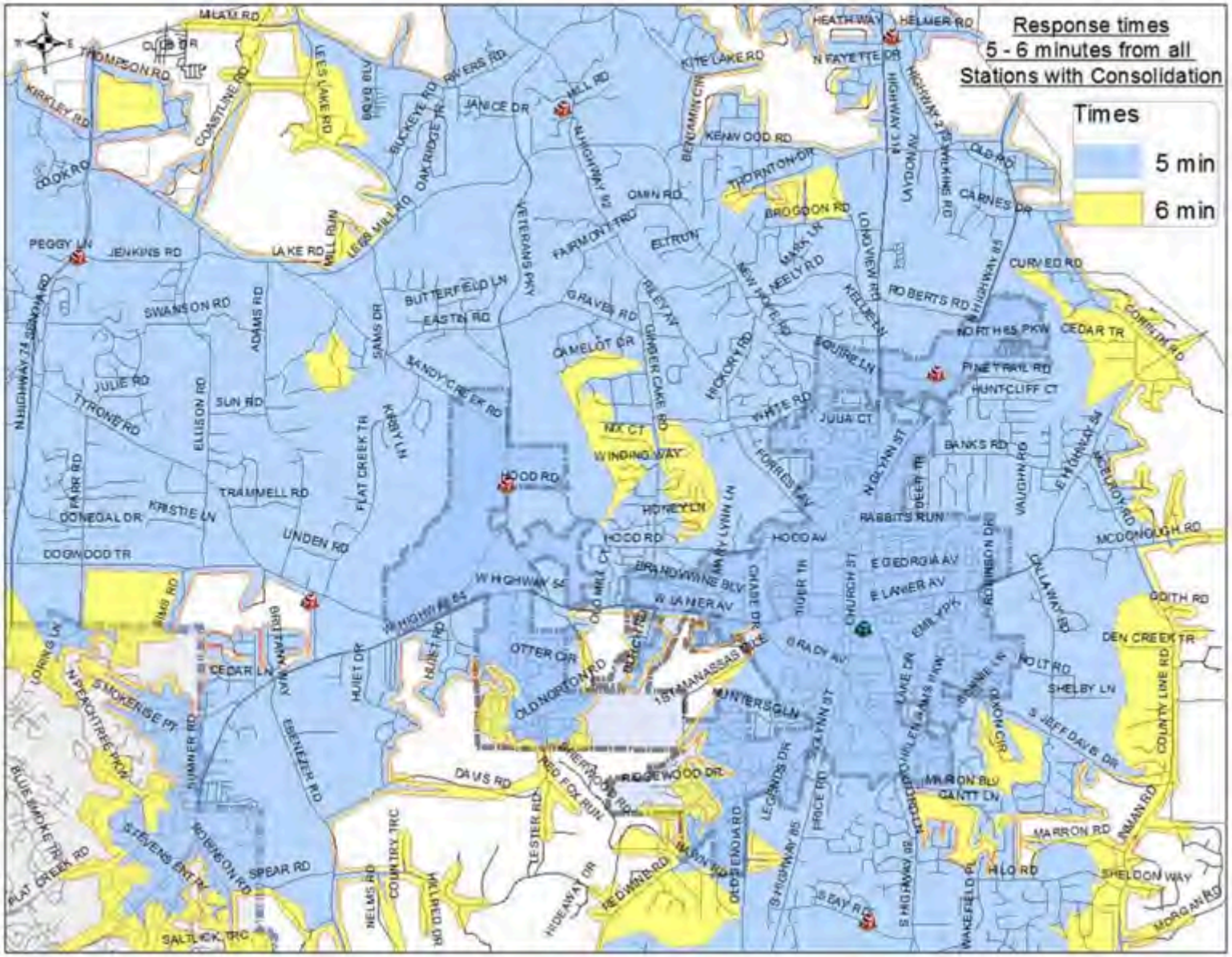
Proposed Organizational Chart



Current Equipment Allocation



Consolidation Response Times



Future Promotional Opportunities

- 6 - FAO Positions
  - Fayetteville to have first testing Opportunity
- 1 - Lieutenant Position
  - Open to all eligible staff

- Fire Station Opening (Veterans Pkwy) - Pinewood
- 3 - FAO Positions
- 3 - Lieutenant Positions

Consolidated Staffing Matrix

Station	Engine/ Quint	Medic Unit	Squad	Rescue	Battalion Chief	Relief	Total	Fayetteville Current
Station 1	2	2				2	6	
Station 2	2		2			0	4	
Station 3	2	2				2	6	
Station 5	2	2				1	5	
Station 6	2					0	2	
Station 7	2					0	2	
Station 10	3			1		2	6	
Station 11	2	2			1	2	7	
Station 91	2	2	2			0	6	3+1-BC (4)
Station 92	3					0	3	3[1]
Pinewood New	3					1	4	0
Total							51*	

*Combines 43 County and 8 City for daily staffing of 51. Assumes 20 line personnel, 2 open, & 2 job shares (from the 9) converted to full time for a total of 24 from Fayetteville. [1]Varies with job sharing assignments.

Consolidation Justification

- Retains all full-time fire staff and fire station locations;
- Enhances existing delivery of fire services and operations;
- Alleviates future annexation issues;
- Ability to create strategic long-range planning for facilities and equipment;
- Better promotional opportunities;
- All fire engines become ALS rated under the proposal – improving medical capability;
- Creates fire fleet maintenance capability;

Justification Consolidation

- Consolidated efforts will focus on the creation of one "culture" and one set of operating procedures which combines the "best practices" in use in both organizations;
- Improves the coordination and efficiency of fire and emergency medical services;
- Better Unity of Command, Span of Control and Division of Labor;
- Property tax abatement impacts revenue growth to fund future fire services;
- Expedites Veterans Parkway Fire Station by two years (Pinewood).

Veteran's Fire Station (Pinewood)

- Fayette County would expedite bringing this Fire Station on-line in FY2016 vs. FY2018 – 2 years earlier
- Improving response times to Fayetteville and adjacent Unincorporated Fayette County
- Veteran Fire Station would become fully operational with a fire company - Engine and 4 Firefighters
- The staffing and fire station will enhance ISO ratings and aid in economic development efforts underway in this area
- Would provide additional support to target hazards in the area such as the hospital , assisted living facilities, and schools

Transition Plan – Change isn't easy

- Fire Chief, Deputy Fire Chief, Administrative Services Division Chief and Technical Services Division Chief will lead transition process and develop the steps, tasks and processes to implement.
- Not all tasks will be complete – often tasks and process changes lead to other tasks and processes – normal.
- Share information regularly– weekly or biweekly updates.
- Communication is critical to smooth transition – all levels.
- Facts need to be communicated to minimize rumors.
- Perception can be offset with sound planning and effective communication.
- Goal is to be fully operational - July 1, 2014

Transition Plan – Timeline

- **April 4th - Friday**
  - 3:00pm Fayette County Retreat - Fire Consolidation Proposal review and consideration
  - Final Fire Consolidation Proposal posted online that evening

- **April 9th - Wednesday**
  - 9:00am - Fire Consolidation proposal presented to Fayette County Firefighters - Fayette County Chambers;
  - 6:00pm - Joint Fayetteville and Fayette County Fire Consolidation Presentation – Fayette County Chambers

- **April 17th -** 7:00pm - Fayetteville City Council Decision
- **April 24th** - 7:00pm - Fayette County Commissioner Decision
- **April 25th – June 27th** – Finalizing Consolidation FY2015 Budget