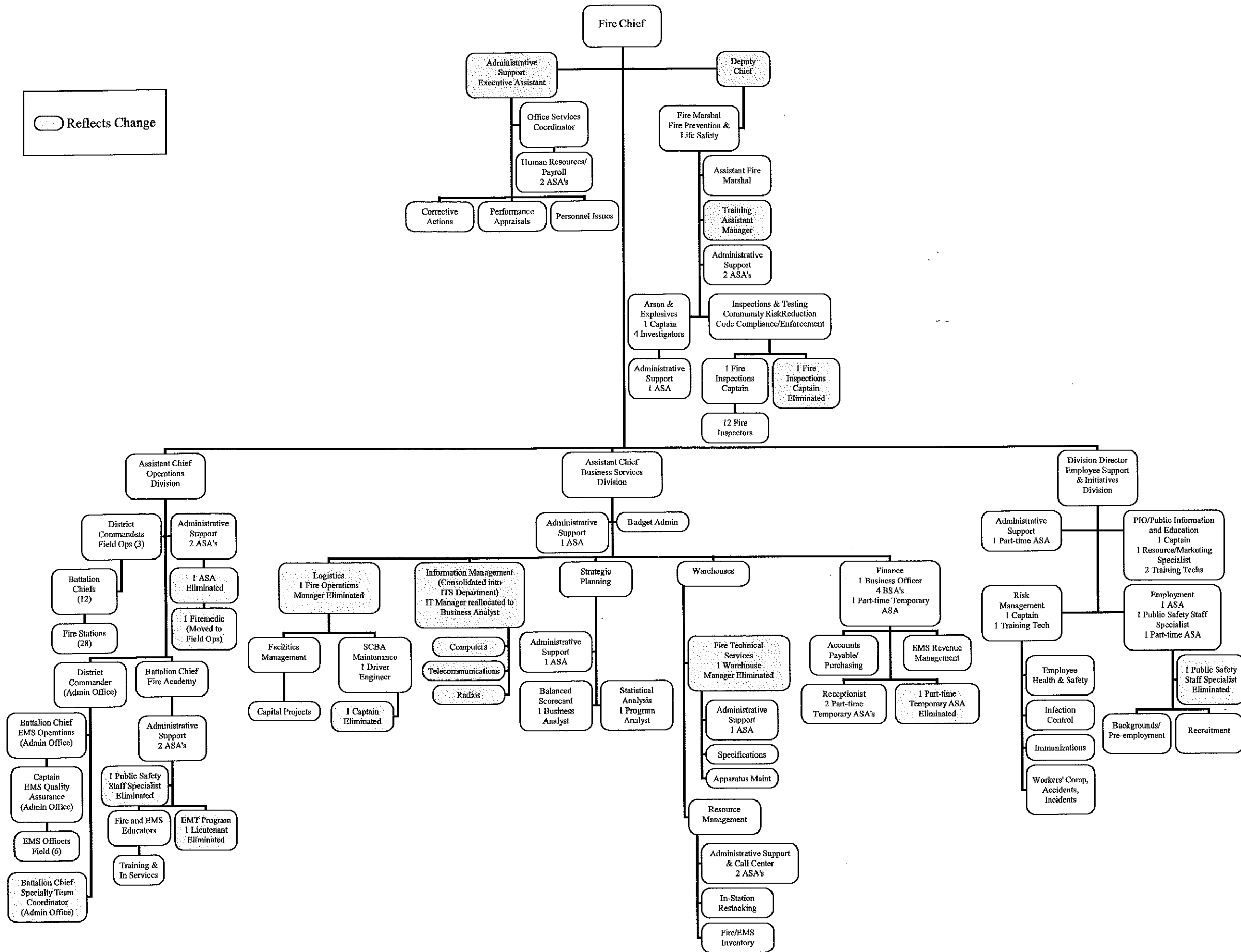


GWINNETT COUNTY DEPARTMENT OF FIRE AND EMERGENCY SERVICES

09-18-09 Before/After

○ Reflects Change



Gwinnett County Fire and Emergency Services 2010 Personnel Reductions

The department's recent personnel reductions, both elimination and downgrading of positions, have caused a shift in how many of the duties must now be accomplished. Throughout the department, each division has prioritized, consolidated, and distributed all essential functions so as to capitalize on the talents and abilities of the remaining staff in an effort to continue to deliver quality service.

Outlined below are the personnel reductions for each area of the department and the resultant shift in duties that were necessitated by them.

Chief's Office - 2010 Personnel Reductions

- **Executive Assistant to Fire Chief** – This position was the department's human resources liaison with the County HR Department. The duties included managing all personnel issues, corrective action research, FMLA, overseeing the payroll section, and direct contact with County HR. These duties, with the exception of Fire Marshal's Office, are now being handled by the Office Manager position who is also responsible for scheduling, answering internal and external requests for information, Open Records Requests, and normal executive office duties.

- **Deputy Chief** – This position was responsible for special projects and high-status requests including being department liaison to outside agencies such as Red Cross, Gwinnett Clean & Beautiful, and several civic associations. Special projects included those where fire department involvement was required by other county departments. These responsibilities have been spread over several personnel throughout the department's administration. This position also oversaw the Office of the Fire Marshal (OFM) which now reports directly to the Fire Chief.

With the reduction of staff in the Fire Chief's office from 4 to 2, we are still attempting to determine the best way to spread responsibilities while ensuring critical functions are met.

Office of the Fire Marshal (OFM) - 2010 Personnel Reductions

- **Captain** – This Inspections Captain previously supervised from four to 6 people. This included scheduling inspections, supervision, Quality Assurance Reviews of inspectors, meeting with customers, reconciling issues, and investigating complaints.

Elimination of this Captain position means one Captain manages nine people including eight inspectors and an administrative assistant. This span of control is up from 4-6:1 previously.

Quality Assurance reviews are difficult to accomplish and are often missed.

There is very little time for direct supervision, measuring progress/results, or planning for future improvement. A typical day is scheduling, adjusting the schedule, and taking care of issues that come up. There is not time to manage proactively.

- **Training Assistant Manager** - The Training Assistant Manager Position is another significant loss. Along with taking care of all of the training, and training records for the OFM, the Training Assistant Manager supervised four - five inspectors assigned to high risk occupancies.

In addition, he was responsible for several special projects including writing some technical standards and guidelines or operating procedures.

The Training Assistant Manager's duties were absorbed by the Assistant Fire Marshal in addition to the responsibilities of that position.

Very little in-house training has been accomplished since then. This position also has the same struggles the captain has in completing Quality Assurance Reviews and any developmental activities to improve the section.

Operations Administration Staff - 2010 Personnel Reductions

- **Battalion Chief** – This position was responsible for Special Operations; duties included:
 - Coordinating the department's Hazardous Materials Team, Swiftwater Rescue Team, Technical Rescue Team and Bike Medic Program.
 - Long- and short-term planning
 - Budget preparation
 - Representing the department on in-county and out-of-county committees
 - Other special projects.

With the exception of the Bike Medic Program, all of these responsibilities are now assigned to the Deputy Chief in the Operations Division. The Deputy Chief in Operations also is responsible for:

- The Fire Academy
- The department's Staffing Officer
- Departmental ombudsman
- Chair of the employee's benevolent fund
- Division performance review officer
- Involved with emergency response delivery
- Works with County HR on promotional testing procedures and promotional selections

- **Administrative Support Associate (ASA)**
- **Firemedic**

The duties of both positions are now handled by one remaining ASA. Those duties include:

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| <ul style="list-style-type: none"> ■ Assists Operations Battalion Chief and Administration Coordinator with Day-to-Day Operations of Division ■ Data Entry of Division Statistics/Reporting ■ Performance Evaluation Reviews ■ Assists with Department and Division Special Projects ■ Intranet | <ul style="list-style-type: none"> ■ Telestaff ■ Crystal Reporting ■ Assists with Division Short- and Long-Range Planning ■ Data Entry of Division Statistics/Reporting ■ Assists with Department and Division Special Projects ■ Data Entry for medical QI/QA |
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- **Lieutenant** – This position at the Fire Academy was responsible for the EMT Program, duties listed below:

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|--|--|
| <ul style="list-style-type: none"> ■ New hire orientation and class scheduling ■ Daily communication with the Lead EMT Instructor ■ Receive grades and performance reports on the Firefighter/EMT student ■ Handle disciplinary actions ■ Order all FF and EMT program materials ■ Ensure vouchers for all FF/EMT students are in place timely for National Registry Exams | <ul style="list-style-type: none"> ■ Coordinate Fire Station Clinical opening and availability throughout the program ■ Resolve any issues during clinical rotations ■ Assist students with VA education benefits ■ Act as main contact for new hire and return-to-duty PPE (Physical Performance Evaluation) ■ Liaison with department Employment Section assisting with FF recruit activities |
|--|--|

These duties have been absorbed by other personnel at the Fire Academy.

Public Safety Staffing Specialist – This position was originally assigned in the Employment Section (see duties as described under Employee Support and Initiatives Division-page 6) but was needed to assist at the Fire Academy because of the high volume of administrative duties there. The functions of this position have been absorbed by the two remaining administrative positions. Their additional duties now include:

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|---|---|
| <ul style="list-style-type: none"> ■ Filing of all documents ■ Answering the front desk | <ul style="list-style-type: none"> ■ Scoring Recruit LXR tests |
|---|---|

- Maintaining the Recruit grade book
- Recruit Class Admin duties
- Schedule State testing and complete needed paperwork
- Maintain copier/printer/fax machine
- Take care of the postage and county mail
- OJI paperwork for Recruit Class
- Course Evaluation Summaries
- Relief Driver/Apparatus Certifications
- Maintain Master Training Calendar

Business Services Staff - 2010 Personnel Reductions

- **Captain** – This Captain position was responsible for all Self Contained Breathing Apparatus (SCBA) equipment. It was downgraded from a Captain position to a Driver Engineer position. The current employee assigned to this position was already assigned to this section and assumed the duties of RIO. Those duties are:
 - Develop, implement, and administer a program that will insure all SCBAs (approximately 300 units), air compressors, bottles, and other components are safe for use in hazardous atmospheres.
 - Develop Departmental General Operating Guidelines outlining all testing procedures, standards for wear, care and maintenance timetables for all department personnel.
 - Function as the department liaison with the SCBA supplier and manufacturer.
 - Coordinate, supervise, and perform routine repairs on SCBAs, air compressors, and other components utilized in SCBA operations.
 - Coordinate, supervise, and perform specialized testing procedures on SCBAs and their components to satisfy applicable laws and industry standards.
 - Maintain records for all SCBAs, bottles, and compressors utilized by the fire department to the extent that applicable laws and industry standards are satisfied.
 - Develop and submit budget requests pertaining to departmental needs for SCBAs and applicable components.
 - Investigate and report SCBA malfunctions.
 - Complete and forward appropriate requests for components that need replacing or repaired for SCBAs.
 - Develop - in conjunction with training - programs that pertain to SCBAs.
 - Develop, coordinate, and perform annual fit testing for the Department.

- **Information Technology Manager** – The IT Manager position was eliminated. The duties were absorbed by the County IT Department when Police and Fire IT functions were transferred to County IT. The IT Manager remained as a liaison and special projects person. This position was eliminated and replaced by a Business Services Analyst.

- **Fire Technical Services Warehouse Manager** – The Warehouse Manager position was eliminated. The responsibilities included over site of the Apparatus

Managements Section. These duties were absorbed by personnel assigned to Business Services. Those duties are:

- Manages the day to day operations of the Apparatus Warehouse to include preventive maintenance and repair of apparatus
 - Oversee annual maintenance testing for ladders, hose, extrication equipment and small engine
 - Manages the request for service to ensure customer issues are handled appropriately
 - Assists with establishing and implementing policies and procedures and
 - Assist with budget preparation for replacement and purchase of apparatus
 - Track and monitor fleet costs
 - Facilitate repair and maintenance of apparatus by outside vendors, in addition to monitor warranty concerns
- **Fire Operations Manager** – The Fire Operations Manager position was eliminated. The responsibilities are now assigned to the Business Officer and Trades Tech IV positions in addition to their normal assigned duties. The Fire Operations Manager was responsible for supervision of the repair and maintenance of 33 existing fire facilities. Duties also included facilitating procurement of products and services needed for R&M for all facilities. Additional duties included serving as project manager for new construction of fire stations and other facilities.

Duties absorbed by Trades Tech IV:

- Serves as fire department project manager for new construction
- Represents fire department during contract negotiations, Bids, Bid openings and closings
- Oversees change orders
- Creates orders to purchase equipment for new fire stations to include, data lines, communication equipment, furnishings and other related equipment
- Oversees budget and construction timelines for projects
- Inspection of final construction projects

Duties absorbed by Business Officer

- Procurement of all new fire station purchases
 - Procurement of materials and other items for repairs and maintenance of fire department facilities
 - Tracking, updating, reconciling all fixed assets for new and existing equipment as well as apparatus
 - Renewal of contracts for repair and maintenance
 - Assist in preparation of capital budget
- **Administrative Support Associate** (part time) – This position handled general office administrative duties for the division sections. These duties and responsibilities are being handled by other support personnel.

Employee Support & Initiatives - 2010 Personnel Reductions

- **Public Safety Specialist** – This position in the Employment Section is responsible for developing, planning, coordinating, and implementing the recruitment/hiring process within the Fire Department. The majority of time and resources is spent recruiting and hiring qualified candidates for the position of firefighter. Because these are public safety positions, the hiring process is a long-term, meticulous effort consisting of the testing and interviewing of applicants; verification of required documents and references; and the administration of both psychological and physical tests. The scheduling for each step in the hiring process is time-consuming, requiring coordinating many of the steps with others, both within and outside of the Fire Department. The complete hiring process takes approximately six to twelve months and includes on-going interaction with employment candidates.

In 2008, the Fire Department had a total of three full-time Public Safety Specialists and a manager who processed 2,311 applications, tested over 2,000 applicants, screened 1,008 background (school/work history, criminal, etc.) books, conducted 401 job interviews, and hired 105 new employees. Duties are now being performed by one full-time Public Safety Specialist with the help of a part-time department assistant.

Some of the results of this reduction, affecting work capability are:

- postponement in processing the large volume of applications received annually
 - delay in addressing issues that could have personal or legal impact

 - decline in service delivery and consistent accuracy which may lead to a loss of qualified applicants as well as unintentional harm to the department's image and reputation with citizens
 - limited recruitment – lessening the department's ability to attract paramedic candidates as well a diverse pool of applicants
 - potential staff burnout and increased risk of mistakes due to the large volume of paperwork
 - inability to deliver qualified candidates for employment when needed
 - lack of ability to attract and quickly hire employees to staff fire stations - possibly leading to overtime costs to staff stations
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**Gwinnett County Fire and Emergency Services
Paramedic Hiring, Training, and Retention
2009**

Since 2000 the department has hired 72 paramedics who received certification prior to employment with Gwinnett.

During this same period, 54 paramedics have resigned; only two of those who resigned had received certification while employed with Gwinnett.

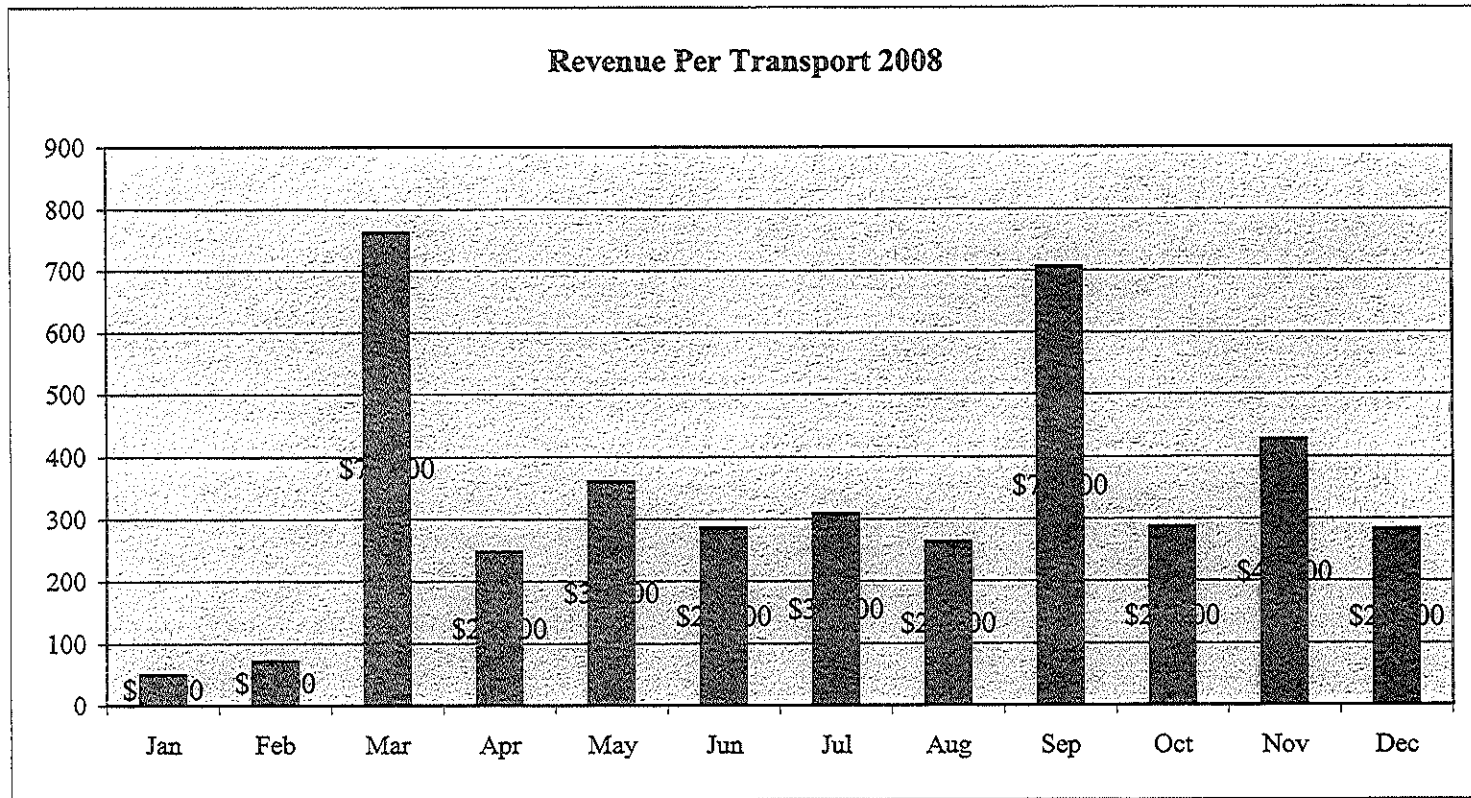
Also since 2000, 45 employees have received paramedic certification. Based on our apparent success with training our own employees, the department has increased paramedic training opportunities. There are currently 53 employees attending two paramedic courses.

Gwinnett County Department of Fire & Emergency Services

2008 Revenue Per Transport

Target = \$300

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
\$50.00	\$72.00	\$762.00	\$247.00	\$360.00	\$286.00	\$309.00	\$263.00	\$706.00	\$287.00	\$427.00	\$283.00

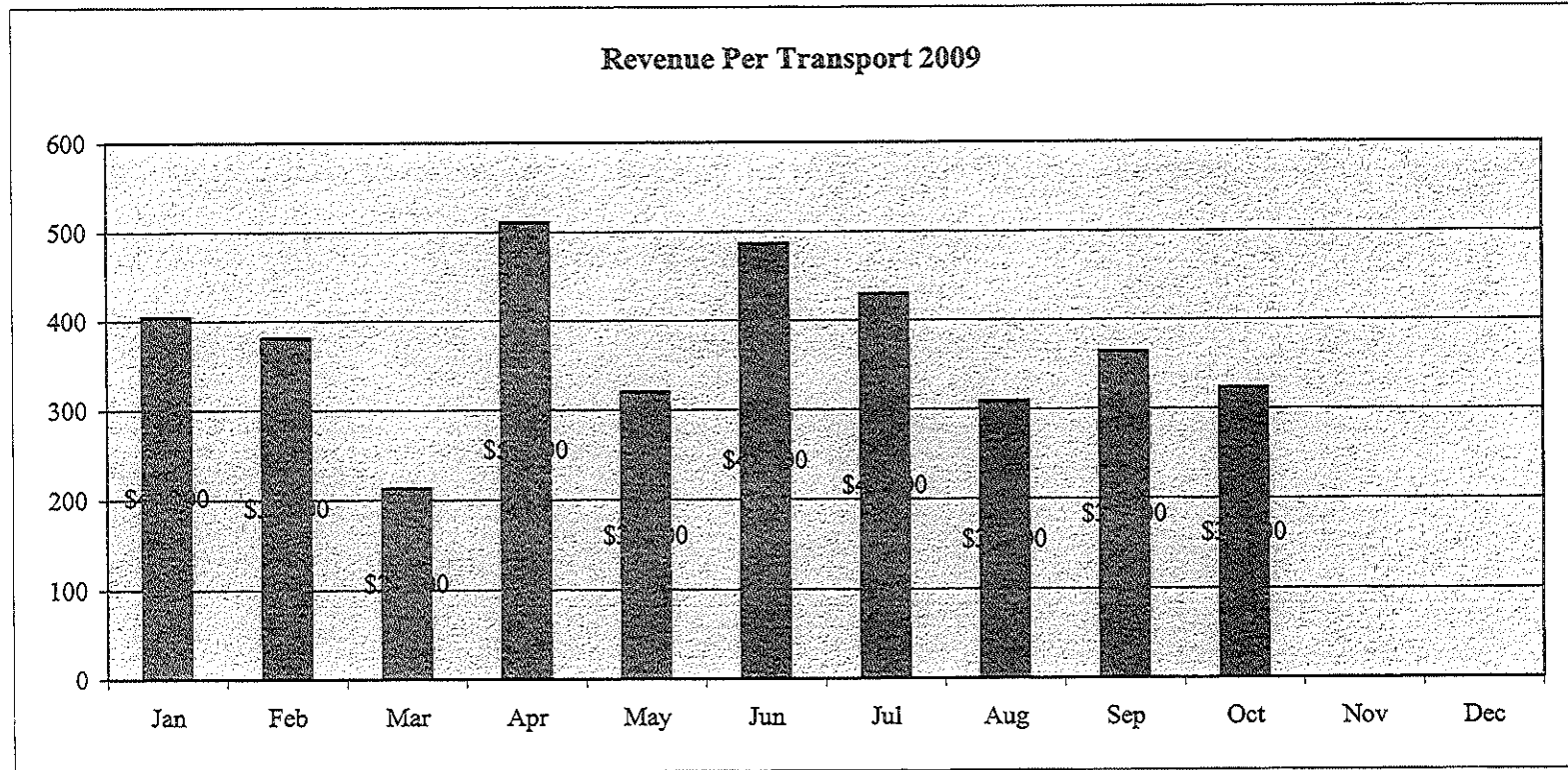


Gwinnett County Department of Fire & Emergency Services

2009 Revenue Per Transport

Target = \$375

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
\$404.00	\$381.00	\$213.00	\$511.00	\$320.00	\$487.00	\$430.00	\$309.00	\$364.00	\$323.00		



**Gwinnett County Fire and Emergency Services
Identified Hazards
2009**

Hazard	Likelihood	Potential Impact	Hazard Rating
Lightning	Highly Likely	Highest	5
Severe Thunderstorms/Windstorms	Highly Likely	High	5
Tornadoes	Likely	Medium	4
Winter Storms	Likely	Medium	3
Flooding	Likely	Medium	3
Drought	Likely	Medium	3
Hazardous Materials (Transportation Accidents)	Likely	Medium	3
Tropical Storms/Hurricanes	Possible	Medium	3
Earthquakes	Unlikely	Medium	3
Dam Failures	Unlikely	Medium	3
Hazardous Materials (Fixed Facilities)	Likely	Low	2
Epidemics/Pandemics	Likely	Low	2
Wildfires	Possible	Low	2
Terrorism	Unlikely	Low	1

The hazard rating represents the amount of damage done by the incident; 1 being low damage, 5 being high damage. This risk assessment was completed by Beck Disaster Recovery, Inc during the hazard mitigation project for Gwinnett County.

Gwinnett County Fire and Emergency Services Partnerships/Relationships 2009

FEDERAL

American Red Cross

- Blood drives
- Housing of vehicles/meeting space

FEMA - Urban Area Security Initiative

- Emergency management issues/collaborations

ATF/Metro Atlanta Arson Task Force

- Mutual assistance for criminal cases

STATE

Bright from the Start: Georgia Department of Early Care and Learning

- OFM inspectors and Bright from the Start inspectors participated in a joint training session to learn about each other's responsibilities and establish a basis for cooperation.
- OFM and Bright from the Start call and consult with each other regarding related issues in daycares. Also report serious problems falling in the other's jurisdiction.

Georgia Department of Human Resources/Division of Family and Children Services

- Youth Firesetter Intervention Program

Georgia Firefighters Burn Foundation

- "Give Burns the Boot" Campaign
- Recycling Can Program

Georgia Office of Insurance and Safety Fire Commissioner

- OFM has conducted initial investigations of fire code related complaints in state buildings in Gwinnett County and coordinated for a resolution.
- OFM consults the state online record of fire drills for school inspections.
- OFM receives consultation/interpretation assistance upon request.
- OFM has served on various code committees and other projects.
- Youth Firesetter Program
- Youth Fire Safety House

GMAG (Georgia Mutual Aid Group)

- Emergency management issues/collaborations
- Emergency services mutual aid

GSAR/GEMA (Georgia (Department of Natural Resources) Search and Rescue/Georgia Emergency Management Agency)

- Emergency response/mutual aid

GWINNETT COUNTY

Gwinnett County Chamber of Commerce

- Annual Valor Awards program
- Leadership program

Gwinnett County Citizen Fire Academy Alumni Association

- Assists with public education and community risk reduction training

Gwinnett County Clean and Beautiful

- Christmas tree recycling

Gwinnett Coalition

- Emergency management issues/collaborations
- Network of nonprofits

Gwinnett County Juvenile Courts

- Youth Firesetter Program

Gwinnett County Police Department

- OFM coordinates with code enforcement on a regular basis for cases that overlap or are discovered in the other's jurisdiction.
- OFM provided code enforcement with a class on applicable fire codes.
- OFM may work with PD on overcrowding and similar cases.
- Youth Firesetter Program
- COPS Program
- Gwinnett Police Chief's Association

Emergency Management Agency

- Employee support
- Resource and consultation
- CERT program support

Gwinnett County Public School System

- OFM provides code related education for principals, teachers, custodians, and facilities maintenance personnel when requested.
- OFM provides pre-inspection consultation to principals and staffs when requested.
- OFM consultation as needed for fire code and fire safety questions.
- OFM assist with fire emergency planning and drills upon request.
- GCPS provides the department with key-holder lists for most facilities.
- Companies provide various PR activities for students.
- Youth Firesetter Program
- Provide fire, CPR and first aid classes for students
- Provide CPR and first aid training for teachers
- FLAME mentoring program

Gwinnett County Sheriff's Office

- OFM coordinates for possible overcrowding and fire-watch at GJAC

Gwinnett County Senior Services

- Project Aware space heater annual program/cooling fan annual program
- Assistance with home inspections/smoke detectors

ProCare and Priority Ambulance Services

- Memorandums of Understanding with both services
- MOU allows non-emergency calls from medical facilities to be directed to the private service

METRO AREA COUNTIES/CITIES/AGENCIES

Duluth Police Department

- Operation Drive Smart

Metro Atlanta Training Officers

- Leadership Development Conference

Area 7 All Hazards Council

- Fire, Technical Rescue and Hazmat Committee

HEALTH AGENCIES/HOSPITALS

Department of Community Health/East Metro Health Department

- Vaccination program
- OFM inspectors and DCH inspectors participated in a joint training session to learn about each other's responsibilities and establish a basis for cooperation.
- OFM and DCH inspectors call and consult with each other regarding related issues in personal care facilities. Also report serious problems falling in the other's jurisdiction.
- Vaccination program

Emory/Eastside Medical Center

- Partnership to provide continuous positive airway pressure treatments (CPAP) on medic units.
- Medical Director oversees department's medical guidelines
- EMS, ED and stroke collaborative

Gwinnett Medical Center

- OFM provided fire training for nursing.
- Partnership to provide continuous positive airway pressure treatments (CPAP) on medic units.
- EMS, ED and trauma collaborative

St. Joseph's Hospital

- Firefighter Healthy Heart Study

CIVIC/COMMUNITY OUTREACH

Boy Scouts of America

- Fire Explorer program and competition event

Reading Tree

- Book bins in stations for donated children and adult books

Kroger

- Blood pressure screening program for seniors

Neighborhood Cooperative Ministries

- Donated toys, bears, items

Salvation Army

- Donated toys, bears, items

Toys for Tots

- Christmas toy drive