

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### 001-92-363 Reorganize Hazardous Materials Investigations

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-03	Fire Prevention	0 / 0.0 SYE	\$150,000	\$0	\$150,000

#### DESCRIPTION OF REDUCTION

As part of the lines of business process, the Fire and Rescue Department examined ways to improve efficiency by changing the way the department does business. The proposed reorganization will combine fire and hazardous materials (hazmat) investigations into one Investigations Branch.

The Investigations Branch will consist of four squads of law enforcement officers with one Captain I and two Lieutenants per squad. At least one person per squad will be hazmat technician certified, and each Captain I will maintain certifications in Motor Carrier Safety. All fire and hazmat investigations will be handled by the duty squad. A total of 345 fire investigations and 435 hazmat cases were handled in FY 2008.

#### IMPACT OF REDUCTION

This reorganization will realize a net reduction of \$150,000 in overtime by establishing a staffing minimum per investigations squad. This will eliminate a portion of overtime expenditures and the need for on-call pay for a duty hazmat investigator. This will not adversely impact the division's ability to achieve its mandate. There will still be a need for overtime for court cases, investigations follow-up and for large-scale incidents.

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## *Fire and Rescue Department*

### **001-92-364 Civilianize Lieutenant Position in Apparatus**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-02	Support Services	0 / 0.0 SYE	\$7,078	\$0	\$7,078

#### **DESCRIPTION OF REDUCTION**

The lieutenant position in the Apparatus Section provides technical expertise and experience regarding the specifications and design of fire and Emergency Medical Services (EMS) heavy apparatus. The lieutenant interacts with field operations personnel to determine specific operational needs for design, fabrication, installation and maintenance of specialized apparatus. This position is in an on-call rotation and is required to respond to major fire or disaster emergency incident scenes to provide support and service for field operations. This reduction results in a reduced level of service.

#### **IMPACT OF REDUCTION**

By civilianizing this position, the department loses the fire/EMS technical expertise and experience relating to heavy apparatus. In addition, when responding to a scene, civilians cannot function in an on-scene emergency position.

### **001-92-365 Civilianize Lieutenant Position in Communications**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-02	Support Services	0 / 0.0 SYE	\$7,078	\$0	\$7,078

#### **DESCRIPTION OF REDUCTION**

The lieutenant position in the Communications Section provides technical expertise and experience regarding mobile and portable radios, computer aided dispatch system, repeater systems, dispatch protocols, fleet maps and talk groups for emergency communications. The lieutenant interacts with field operations personnel to determine their specific operational needs for communications and intercom systems used in emergency apparatus. The lieutenant participates in an on-call rotation and is required to operate the field communications unit on major fire or disaster emergency incidents scenes. This position is familiar with radio protocol, terminology and dispatch procedures to provide support and service for field operations. This reduction results in a reduced level of service.

#### **IMPACT OF REDUCTION**

By civilianizing this position, the department loses the fire/emergency medical services technical expertise and experience relating to department communications. In addition, when responding to a scene, civilians cannot function in an on-scene emergency position.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-366 Eliminate Notice of Privacy Mailings**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-08	Fiscal Services	0 / 0.0 SYE	\$53,000	\$0	\$53,000

#### **DESCRIPTION OF REDUCTION**

The Health Insurance Portability and Accountability Act (HIPAA) mandates departments notify patients regarding privacy practices. The Fire and Rescue Department (FRD) currently mails "Notice of Privacy Practices" brochures to patients to comply with the mandate. This reduction requires FRD to meet this obligation at the time of transport and/or posting HIPAA notices in ambulances and on the Internet. This reduction results in an elimination of service.

#### **IMPACT OF REDUCTION**

FRD will no longer mail Notice of Privacy Practices brochures to over 53,000 patients; the brochures will be distributed at the time of transport. It is possible patients may claim they never received a copy, thus jeopardizing the department's compliance with the mandate.

### **001-92-367 Eliminate Promotional Ceremonies**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	Safety and Personnel Services	0 / 0.0 SYE	\$14,000	\$0	\$14,000

#### **DESCRIPTION OF REDUCTION**

The department holds Promotional Ceremonies on a quarterly basis to recognize promoted personnel through a formal recognition process that allowed families to attend and share the honor. This reduction eliminates the ceremonies.

#### **IMPACT OF REDUCTION**

The elimination of Promotional Ceremonies discontinues the formalized, family-oriented ceremony recognizing the accomplishments of newly-promoted personnel.

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## *Fire and Rescue Department*

### **001-92-368 Reduce Quarterly Training to Twice a Year**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-04	Operations/Emergency Medical Services (EMS)	0 / 0.0 SYE	\$95,000	\$0	\$95,000

#### **DESCRIPTION OF REDUCTION**

Quarterly training brings all frontline officers together in one forum to address current safety and operational issues. This is an opportunity for officers to interact, perform case studies and learn from each other's experience on the fire ground or EMS emergencies. This reduction cuts the trainings down from four a year to two a year.

#### **IMPACT OF REDUCTION**

The reduction of quarterly trainings to twice a year negatively impacts the ability for officers' to learn from one another. This is the only forum where all company officers come together in a structured fashion to discuss timely issues. Sharing lessons learned in the field allows positive reinforcement of current operation and safety practices to be delivered with greater impact and prevents repeat incidents.

### **001-92-369 Eliminate Participation in Celebrate Fairfax Festival**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-07	Operations/Emergency Medical Services (EMS)	0 / 0.0 SYE	\$32,000	\$0	\$32,000

#### **DESCRIPTION OF REDUCTION**

The Celebrate Fairfax Festival provides the department with an opportunity to interact with the public, enhance awareness of services available and to educate the public on safety and how to handle emergencies. This elimination also includes the support of the Celebrate Fairfax Festival by the Fire Prevention Division. This reduction completely eliminates the department's participation in Celebrate Fairfax.

#### **IMPACT OF REDUCTION**

No longer participating in the Celebrate Fairfax Festival eliminates a venue through which the department displays and demonstrates the services provided to County residents and guests. It also results in the department losing an opportunity to interact and educate the public on life-saving measures. Statistics show education is the key to reducing injuries, fire loss and loss of life. Additionally, food vendors at the fair will pay for inspection services the Fire Prevention Division used to provide free of charge.

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## *Fire and Rescue Department*

### **001-92-370 Eliminate Honor Guard Program**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-07	Training	0 / 0.0 SYE	\$31,000	\$0	\$31,000

#### **DESCRIPTION OF REDUCTION**

The Honor Guard serves as a functional branch of the department. Established in 1972, the Fairfax County Fire and Rescue Honor Guard proudly served as ambassadors of the department in a positive display of professionalism and patriotism. They provide the department with ceremonial colors for many events including Fairfax County Chamber of Commerce events, parades, professional sports, charities, graduations and funerals. It is the desire and commitment of the members that achieve a high level of excellence at each performance. The image they present reflects upon the department and the level of quality in which they strive to achieve. This reduction eliminates the program.

#### **IMPACT OF REDUCTION**

Elimination of the Honor Guard Program results in the department lacking formal representation at events such as Fairfax County Chamber of Commerce events, parades, professional sporting events, charities and graduations. Additionally, the department will not provide funeral honors to active, retired and volunteer members of the department.

### **001-92-371 Eliminate First Team for Crisis and Peer Support**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	Safety and Personnel Services	0 / 0.0 SYE	\$6,000	\$0	\$6,000

#### **DESCRIPTION OF REDUCTION**

The First Team was established more than six years ago to respond to the needs of the department's firefighters and their families in times of crises. The team was intended to provide one-on-one peer support. The program has been responsible for assisting with the current Casualty Assistance Plan, increasing the size of the Chaplain Corps, developing an employee injury information line and is the first point of contact for employees experiencing a crisis in their immediate family. This reduction eliminates this service.

#### **IMPACT OF REDUCTION**

The elimination of the First Team means the department lacks an agency resource to address significant crises experienced by firefighters or their families in the event of serious injury, death on the fire ground or other serious personal issues.

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## *Fire and Rescue Department*

### **001-92-372 Eliminate Crisis Response Team**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	Safety and Personnel Services	0 / 0.0 SYE	\$27,000	\$0	\$27,000

#### **DESCRIPTION OF REDUCTION**

The department's Crisis Response Team (CRT) provides professional intervention after significant incidents to minimize stress-related problems for personnel and to minimize the emotional impact of critical incidents experienced each year for about 200 members of the department. The CRT also rendered service and support to other County public safety members when requested. This reduction eliminates this service.

#### **IMPACT OF REDUCTION**

The elimination of CRT can result in an increase in suffering, psychological and physiological distress and use of maladaptive coping skills, all of which can translate to an increase in cases of Post Traumatic Stress Disorder, depression and anxiety, which can lead to decreased job performance and higher attrition among personnel. With this program eliminated, this function will have to be handled by the Employee Assistance Program and will result in a loss of specialized service to public safety employees.

### **001-92-373 Eliminate Advanced Life Support (ALS) School**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-07	Operations/Emergency Medical Services (EMS)	0 / 0.0 SYE	\$1,892,250	\$0	\$1,892,250

#### **DESCRIPTION OF REDUCTION**

To obtain ALS provider status with the Virginia Office of EMS, personnel must complete the equivalent of three college semesters of ALS education. While personnel are attending ALS school, their position in the field must be backfilled in order to meet minimum staffing requirements. The majority of the cost for this program is attributed to overtime required for backfill.

In order for the department to provide existing ALS capability, 30 percent of all providers must be ALS certified. The department currently trains incumbent providers and actively recruits and hires already trained ALS providers in order to maintain the appropriate numbers. The elimination of this program will leave the department with only one method, hiring already trained ALS providers.

This reduction is an elimination of service.

#### **IMPACT OF REDUCTION**

The elimination of ALS school jeopardizes the department's ability to maintain the appropriate number of ALS providers because it will eliminate the opportunity for incumbents to become ALS providers. Additionally, it will increase the challenge on recruitment to hire adequate numbers of ALS providers. Couple this elimination with the reduction of recruit schools, also being scaled back due to budget constraints, and the department could have problems maintaining the required number of providers. Without adequate providers to maintain the required ALS staffing, overtime will increase dramatically.

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## *Fire and Rescue Department*

### **001-92-374 Eliminate \$10,000 Contribution to Volunteer Stations**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-05	Volunteers	0 / 0.0 SYE	\$150,000	\$0	\$150,000

#### **DESCRIPTION OF REDUCTION**

The department contributes \$10,000 to aid volunteers with discretionary purchases such as equipment, protective clothing and apparatus. Volunteers are currently active in 15 fire stations for a total of \$150,000.

This reduction results in an elimination of service. However, the department will still pay the \$25,000 to the volunteer companies that hold an open loan on a piece of apparatus for a total of \$375,000.

#### **IMPACT OF REDUCTION**

The loss of this contribution will impact the volunteers' ability to serve in a support role and enhance the mission of the department as they will have less funding available to purchase equipment and vehicles.

### **001-92-375 Eliminate Limited Term Funding Supporting Local Emergency Planning Committee (LEPC) Coordinator**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-03	Prevention	0 / 0.0 SYE	\$53,898	\$0	\$53,898

#### **DESCRIPTION OF REDUCTION**

The Emergency Planning and Community Right-to-Know Act, also known as SARA Title III or EPCRA, establishes requirements for federal, state and local governments and industry regarding emergency planning and "Community Right-to-Know" (CRTK) reporting on hazardous and toxic chemicals. This law builds upon U.S. Environmental Protection Agency's Chemical Emergency Preparedness Program and numerous state and local programs aimed at helping communities to better meet their responsibilities in regard to potential chemical emergencies. The CRTK provisions help increase the public's knowledge and access to information on the presence of hazardous chemicals in their communities and releases of these chemicals into the environment. States and communities, working with facilities, will be better able to improve chemical safety, protect public health and the environment.

The LEPC Coordinator, a limited term position, liaisons with the Fairfax Joint Local Emergency Planning Committee, produces the County's Hazardous Materials Emergency Response Plan, reviews Tier II Chemical reporting information, maintains information on the 85 Critical Hazard Facilities and 11 Bulk Petroleum Storage facilities in the County and provides information to the public.

This reduction results in an elimination of this service.

#### **IMPACT OF REDUCTION**

The elimination of this limited term position will significantly reduce planning and preparedness efforts for hazardous materials sites in the County. It will also reduce staff support to the Local Emergency Planning Committee and may hinder Fairfax County's compliance with Federal SARA Title III mandates.

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## *Fire and Rescue Department*

### **001-92-376 Eliminate Emergency Medical Services Administrative Assistant**

<b>LOB Number</b>	<b>LOB Title</b>	<b>Positions</b>	<b>Expenditures</b>	<b>Revenue</b>	<b>Net Reduction</b>
92-04	Operations/Emergency Medical Services (EMS)	1 / 1.0 SYE	\$40,000	\$0	\$40,000
<b>DESCRIPTION OF REDUCTION</b>					
<p>This civilian position provides administrative support to the Deputy Chief and the Quality Manager, processes and reviews documents and provides the administrative management of approximately 100 complaints per year. The average time required to process a complaint is 10 hours.</p> <p>This reduction results in a reduced level of service. Some of these duties will be assumed by others; however, some duties will be eliminated or significantly delayed.</p>					
<b>IMPACT OF REDUCTION</b>					
<p>This reduction results in delays to the rate at which correspondence, data collection, projects and complaint responses are completed.</p>					

### **001-92-377 Eliminate Special Projects/Legislation Position**

<b>LOB Number</b>	<b>LOB Title</b>	<b>Positions</b>	<b>Expenditures</b>	<b>Revenue</b>	<b>Net Reduction</b>
92-01	Operations/Emergency Medical Services (EMS)	1 / 1.0 SYE	\$112,866	\$0	\$112,866
<b>DESCRIPTION OF REDUCTION</b>					
<p>This Special Projects/Legislation civilian position coordinates legislative activities and special projects for the department. This reduction eliminates this service.</p>					
<b>IMPACT OF REDUCTION</b>					
<p>The department will not be able to conduct research, respond to citizen inquiries in a timely manner or produce and deliver special projects, i.e. development of the Incident Management Plan and the Annual Report. Additionally, it eliminates a central point of contact to coordinate and respond to legislation affecting the department.</p>					

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-378 Eliminate Peer Fitness Program**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	Safety and Personnel Services	1 / 1.0 SYE	\$132,801	\$0	\$132,801

#### **DESCRIPTION OF REDUCTION**

The Peer Fitness Program Position provides oversight of Firefighter/Emergency Medical Technician (EMT) physical fitness and rehabilitation programs.

Fairfax County Firefighter/EMTs respond to emergency incidents that require extreme physical output. To ensure operational readiness, firefighters must continually work on the physical aspect of the profession during non-emergency periods. Over time, the stress placed on the body due to response to emergency incidents can affect the overall wellness of the Firefighter/EMT. Heart attacks continue to be the leading cause of firefighter death. Physical fitness and operational training are important programs to aid in counteracting this trend and protect the overall health and wellness of the Firefighter/EMT.

The department recognizes the importance of keeping firefighters fit for duty and is one of 10 organizations participating in the nationally recognized Wellness/Fitness Initiative, which seeks to improve the wellness of firefighters. In addition to the benefits a fit, healthy and capable firefighter provides to the public, the benefits are also seen through cost savings in lost work time, workers compensation and disability.

This program also oversees the annual Work Performance Evaluation. The Work Performance Evaluation (WPE) measures an individual's ability to physically perform essential functions required in the occupation of firefighting. The WPE was developed by the Safety and Personnel Services Division and validated by Human Performance Systems, a company specializing in performance based testing.

All uniformed Fire and Rescue Department personnel are required to successfully complete the WPE annually, ensuring they are operationally fit to safely and effectively perform assigned job duties. Uniformed personnel who cannot complete the WPE are considered non-operational until they demonstrate successful completion.

This reduction results in an elimination of this program.

#### **IMPACT OF REDUCTION**

Because of this program elimination, the department will not have a dedicated, uniformed position to oversee the physical fitness and rehabilitation of Firefighter/EMT's, resulting in the loss of the department's specific physical fitness programs, strength training, and lifestyle training. This will lead to an increase in the number injuries, specifically strains and sprains which are the most common, on the incident scene and while training. It will also eliminate the ability to provide work hardening and re-conditioning programs for firefighters recovering from injury. This means increased recovery times, delaying the return of personnel to the field. The more down-time the department experiences due to work related injuries, the greater cost the department incurs for overtime. It is more cost effective to minimize injury and rehabilitate as quickly as possible so the injured party can return to work.

In addition, the department will no longer have a position dedicated to overseeing the annual WPE to ensure field personnel are physically capable of performing their duties. This will increase the risk of injury to personnel as well as the public. The department will also experience an increase in the number of personnel placed on light duty because they are unable to operate in the field and see an increase in disability retirements.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-379 Eliminate Department Photographer**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-01	<b>Business Services/Fire Chief Office</b>	1 / 1.0 SYE	\$84,166	\$0	\$84,166

#### **DESCRIPTION OF REDUCTION**

The department photographer, a civilian position, provides visual documentation for incident critiques evaluating scene performance to improve firefighter safety, historical documentation of incident scenes, photos for the Life Safety Education publications, and support for other County agencies at significant events. This reduction eliminates this service.

#### **IMPACT OF REDUCTION**

All photographic and video documentation of emergency incidents will be eliminated. This reduction impacts the ability of the department to develop realistic and incident-specific training materials. The ability to provide visual documentation for training materials has proved to be significantly more effective than just working off of narrative scenarios. This training format improves firefighter effectiveness and safety. Additionally, photographs of awards and ceremonies will no longer be available and the department will not be able to continue to submit pictures for publication to the media and trade magazines.

### **001-92-380 Consolidate Equal Employment Opportunities (EEO) and Woman's Program Office**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	<b>Safety and Personnel Services</b>	2 / 2.0 SYE	\$210,323	\$0	\$210,323

#### **DESCRIPTION OF REDUCTION**

The Women's Program Officer is a uniformed position which conducts internal and external research to ensure department standards are achieved in areas specific to women's medical/fitness, training and employment practices. The Women's Program Officer facilitates contact and maintains liaison with pertinent professional fire, rescue and emergency medical services groups on issues to evaluate and access current trends and issues associated with women.

The EEO Officer is a uniformed position supported by a civilian position which provides education and training in the areas of conflict management, diversity/discrimination, equal employment, age discrimination, sexual harassment and hostile work environment. This office documents, evaluates and investigates allegations and complaints and handles external Federal complaints, providing documentation of facts to the County Attorney's Office and Office of Equity Programs. Allegations, findings from investigative reports and recommendations based on policy violations are submitted to the Fire Chief for the determination of corrective action. This office maintains a cadre of 26 trained civilian and uniformed EEO Counselors to assist with its mission. This consolidation results in an efficiency and will combine the two offices under the management of a Management Analyst III.

#### **IMPACT OF REDUCTION**

This consolidation increases engagement and collaboration with County agencies and fully leverages the services of EEO counselors to enable the department to carry on the mission in this line of business despite the elimination of two uniformed positions.

### **001-92-381 Eliminate Management Analyst II Position in Volunteer Liaison Office**

## Lines of Business Reduction Impact Statements

<b><i>Fire and Rescue Department</i></b>					
<b>LOB Number</b>	<b>LOB Title</b>	<b>Positions</b>	<b>Expenditures</b>	<b>Revenue</b>	<b>Net Reduction</b>
<b>92-05</b>	<b>Volunteers</b>	<b>1 / 1.0 SYE</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$60,000</b>
<b>DESCRIPTION OF REDUCTION</b>					
<p>The Management Analyst II (MA II) position handles the coordination of volunteer recruiting, all volunteer human resource matters and information technology issues, the coordination with the Occupational Health Center and Risk Management and tracks the division's budget. The position attends meetings and acts in lieu of the Volunteer Liaison when necessary. In addition, this position aids the Office of Professional Standards by assisting in the processing of over 200 applicants per year. This position also provides staff and clerical support to the Volunteer Fire Commission. The MA II position also oversees the Community Emergency Response Team Program (CERT). The CERT program currently has 345 members.</p> <p>In June 2003, the Fairfax County Board of Supervisors directed the department to engage in a full-scale review of the role of the County's relationship with the volunteer fire and rescue departments with the aim of recognizing and reinforcing their function. This study became known as the Ludwig Study. One of the conclusions of the study stated that if the volunteer component of the combination system is to succeed, sufficient human resources and proper representation should be in place. This position was created in response to the Ludwig Study to strengthen working relationships between volunteer and career organizations.</p> <p>This reduction eliminates this service. The elimination of this position will leave two positions in the Volunteer Liaison Office - a Program Manager and a Training Coordinator. The Ludwig Study recommends seven positions for ideal management and operation of this program.</p>					
<b>IMPACT OF REDUCTION</b>					
<p>Elimination of this position diminishes coordination and communication with the 13 volunteer organizations, the Fire Commission and the Fire and Rescue Department. This elimination will set back the progress made towards a stronger relationship between the County and the volunteer organizations.</p> <p>The elimination of this position leaves insufficient resources to oversee the functions of the office. It will result in the loss of coordination and access to the personnel, equipment and facilities of the 13 volunteer fire departments and the elimination of the department's role in the CERT program.</p>					

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-382 Eliminate Patient Advocate Program**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-01	<b>Business Services/Fire Chief Office</b>	1 / 1.0 SYE	\$86,109	\$0	\$86,109

#### **DESCRIPTION OF REDUCTION**

The Patient Advocate, a civilian position, provides a first-line response to public and patient inquiries regarding Transport Billing. In FY 2008, the patient advocate responded to over 950 calls from patients with concerns about the billing program.

This position is also responsible for managing the hardship waiver program and locates missing Patient Care Reports for the Transport Billing Program. In FY 2008, over 420 hardship waiver applications were processed. A recent review conducted by internal audit validated the importance of this position by mandating in their report the need to have close controls over hardship write-offs. In FY 2008, the missing patient care reports identified by the patient advocate position resulted in additional revenue.

This reduction results in an elimination of service.

#### **IMPACT OF REDUCTION**

The elimination of this program will cause an increase in response time to patient inquiries as there will no longer be a frontline person available to address patient questions or concerns when he or she receives a bill for ambulance transport.

In addition, no staff member will be dedicated to reviewing hardship waivers, resulting in delays for review and approval. There is also concern that Medicare or Medicaid could withdraw rights to have a hardship program if an audit determines the department does not have proper documentation.

Further, the department will lack a position dedicated to locating missing patient care reports which will cause a potential loss in revenue.

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## *Fire and Rescue Department*

### **001-92-383 Eliminate Capital Projects Coordinator Position**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-01	Business Services/ Fire Chief Office	1 / 1.0 SYE	\$83,662	\$0	\$83,662

#### **DESCRIPTION OF REDUCTION**

The Capital Projects Coordinator, a civilian position, provides management of the agency's approved capital projects. In addition, this position provides a single point of contact for coordination between the agency divisions, the Department of Public Works and Environmental Services (DPWES), Department of Transportation and vendors throughout all study, design and construction phases of capital projects. The elimination of this position leaves two positions in this section – Strategic Planner and Construction Project Manager.

#### **IMPACT OF REDUCTION**

The loss of this position will seriously hinder the ability of the department to oversee capital projects and will shift the workload to DPWES. This will result in the loss of the department's input on important issues such as health and safety needs unique to fire department facilities. Lack of representation at critical project stages such as value engineering meetings could result in design trade-offs or decisions that not in the best interest of the department. Failure to manage capital project schedules and change orders could result in escalation of project costs and the effective use of bond and general funds allocated to capital facility projects.

### **001-92-384 Eliminate Public Information Officer (PIO) and Publications Specialist Positions**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-01	Business Services/Fire Chief Office	2 / 2.0 SYE	\$160,428	\$0	\$160,428

#### **DESCRIPTION OF REDUCTION**

The PIO, a uniformed position, is available 24/7 to provide emergency on-scene information, respond to media inquiries and serve as the point of contact for community events. The Publications Specialist, a civilian position, develops fire and life safety publications, news releases and media advisories and also coordinates cable TV programs. The elimination of these positions leaves two positions – a civilian Public Safety Information Officer and a Uniformed Public Safety Information Officer – in this office.

#### **IMPACT OF REDUCTION**

This reduction eliminates public service announcements and fire and life safety education publications for residents. Further, this reduction reduces the department's ability to offer presentations to civic, businesses and community organizations. Also, the department's role in special event planning for Fire Prevention Week, Celebrate Fairfax and other events is curtailed.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-385 Eliminate EMS Regulatory Officer**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-04	<b>Operations/Emergency Medical Services (EMS)</b>	1 / 1.0 SYE	\$111,800	\$0	\$111,800

#### **DESCRIPTION OF REDUCTION**

The EMS Regulatory Officer, a uniformed position, is responsible for the maintenance and purchase of all EMS equipment, such as defibrillators, stretchers and bio-medical equipment. This position ensures the defibrillators/monitors (150 units), suction units (107 units), stretchers (100) and other medical equipment (400 units) complies with state and federal regulations.

The regulatory officer also is responsible for complying with the Food and Drug Administration Med-watch reports when any piece of equipment fails, usually completing the investigation and submission of a report within 72 hours. Additionally, this position ensures the department meets the Virginia Office of EMS standards and passes annual inspection, allowing the department to operate as an authorized EMS agency. The preparation for the inspection and conducting the inspection requires over 100 staff hours.

#### **IMPACT OF REDUCTION**

The elimination of this position may result in an increase in overtime as all functions are transferred to another position to ensure the department is in compliance with state and federal mandates. It could also lead to a decline in the department's ability to participate in the health care community if the department does not meet its annual inspection by the Virginia Office of EMS standards.

### **001-92-386 Eliminate Relief Battalion Management Team (BMT)**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-04	<b>Operations/Emergency Medical Services (EMS)</b>	6 / 6.0 SYE	\$227,965	\$0	\$227,965

#### **DESCRIPTION OF REDUCTION**

The department requires a defined minimum number of personnel at the battalion management level. A battalion management team is comprised of a Battalion Fire Chief and an EMS Supervisor which oversees command and control of all incident types, incident scene safety, accident and injury investigations, employee exposures and personnel issues within the battalion on a daily basis. These relief senior command positions fill minimum staff positions when personnel are on sick, annual, medical, compensatory, injury or military leave.

The relief battalion management team saves an estimated \$565,000 annually in overtime by reducing the need to call back chief officers on a daily basis. The \$227,965 reflects the net savings of six positions at \$792,965 minus \$565,000 in overtime expenses.

#### **IMPACT OF REDUCTION**

The elimination of the Relief Battalion Management Team (1 Battalion Chief and 1 EMS Captain II per shift) will cause inadequate staffing levels and will increase overtime and callback as stated above. The relief positions provide operational stability by having a designated battalion commander or EMS supervisor fill in. This elimination will lead to inconsistent command and control on the shift and in the battalion.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-387 Eliminate Safety Battalion Chief (BC) Position**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	Safety and Personnel Services	1 / 1.0 SYE	\$136,636	\$0	\$136,636

#### **DESCRIPTION OF REDUCTION**

The Safety Battalion Chief serves as the department's Regulatory Compliance Officer and Safety Program Supervisor, as required by the National Fire Protection Association and Occupational Safety and Health Administration standards. The Safety Battalion Chief is responsible for the nationally-recognized "near miss" reporting program. The investigative reports analyze incident scene operations and are used as education tools to improve firefighter safety. The International Society of Fire Service Instructors awarded Fairfax County the Near Miss Report of the Year award in August 2008.

#### **IMPACT OF REDUCTION**

The Safety BC serves as the department's Regulatory Compliance Officer and Safety Program Supervisor. The functions of this position will be absorbed by other staff in the division, causing a reduction in overall management and oversight of health and safety programs for the department, including the High Occupancy Toll Lanes Project and the Virginia Department of Transportation Safety Liaison Officer duties.

### **001-92-388 Eliminate Second Safety Officer Positions**

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-06	Safety and Personnel Services	4 / 4.0 SYE	\$249,520	\$0	\$249,520

#### **DESCRIPTION OF REDUCTION**

The National Fire Protection Association and Occupational Safety and Health Administration standards require safety officers at incident scenes.

The following statistics highlight the impact of the Second Safety Officer:

- Current average response time of a safety officer exceeds 20 minutes
- 80 percent of fire ground fatalities occur in the first 20 minutes
- Second Safety Officer reduces response time to 10 minutes

Safety Officers assist the incident commander with fire ground risk assessment and implement incident safety plans to prevent unsafe actions and injuries. These positions also investigate injuries, accidents and infectious disease exposure for department personnel and public. In 2007, the safety officers investigated 875 incidents.

The elimination of these positions leaves only three safety officers for the entire County. It should be noted that in FY 2009, the department, at the request of the Board of Supervisors, reallocated positions to establish a second safety officer position for each shift. However, as a result of this reduction, these positions will not be utilized and will be eliminated.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### IMPACT OF REDUCTION

The department will continue to operate with only one safety officer per shift for the entire County. The response time will not only remain at the current 20 minutes but will increase with population growth and expansion.

### 001-92-389 Eliminate Life Safety Education Program

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-01	Business Services/Fire Chief Office	1 / 1.0 SYE	\$215,153	\$0	\$215,153

### DESCRIPTION OF REDUCTION

The Life Safety Education program provides fire safety education and outreach programs to the community to reduce threats and risks of fire and injuries to County residents. This program targets education efforts to the most vulnerable segments of the population – children and older adults.

The Life Safety Education program educates approximately 130,000 residents annually, including preschool children, students enrolled in the School-Age Child Care program and older adults.

The Life Safety Education programs include:

- Every Step of the Way – fire and life safety for school-aged children and older adults
- Project Safe – third grade fire safety program taught in elementary schools
- Risk Watch – Comprehensive injury-prevention curriculum for children through 8<sup>th</sup> grade and their families
- Water safety
- Bicycle helmet use
- Medication safety

Since 1988, the staffing level remained constant although the County population grew from approximately 746,000 in 1988 to over 1 million today.

This reduction includes one merit position and two limited-term positions and eliminates this program and its services.

### IMPACT OF REDUCTION

The department will no longer educate high-risk populations of the County, such as children and seniors, on issues of fire safety and life safety education.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### 001-92-390 Eliminate Two of the Three EMS Battalion Chiefs

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-04	Operations/Emergency Medical Services (EMS)	2 / 2.0 SYE	\$272,738	\$0	\$272,738

#### DESCRIPTION OF REDUCTION

This reduction eliminates two of three Battalion Chiefs in the EMS Division.

##### The Quality Initiative Battalion Chief

- Investigates over 100 complaints annually
- Conducts complaint interviews and investigations
- Investigates equipment failures which result in provider/patient injuries and also oversees the EMS protocol/procedures development

##### The Training Battalion Chief

- Oversees Emergency Medical Technician training and integration ensuring Basic Life Support (BLS) and Advanced Life Support (ALS) providers work together effectively
- Oversees the ALS Internship program consisting of 42 ALS interns each year
- Supervises the Mobile Training Program

##### The Strategic Initiative Battalion Chief

- Serves as a member of the Northern Virginia EMS Council, Council of Governments, and other regional entities
- Manages EMS logistics and new initiatives
- Develops disaster preparedness models and training in collaboration with the Special Operations Emergency Preparedness Battalion Chief and the Office of Emergency Management

These positions also assist the Deputy Chief of EMS with interagency representation, i.e. Health Department, Family Services, and Schools.

This reduction will result in a reduced level of service.

#### IMPACT OF REDUCTION

The elimination of these two positions will leave only one Battalion Chief to provide appropriate oversight in three areas: quality management, training and strategic planning. This will seriously compromise the ability of the department to provide appropriate quality management, training and planning capabilities. The department will be unable to respond to the challenges of a constantly changing EMS environment. The EMS division responds to approximately 64,433 EMS incidents annually.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### 001-92-391 Eliminate Tanker Driver Positions

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-04	Operations/Emergency Medical Services (EMS)	12 / 12.0 SYE	\$870,508	\$0	\$870,508

#### DESCRIPTION OF REDUCTION

Tankers are mobile water supply units. Areas with limited or no water supply present tremendous challenges in structural firefighting. In response, the department staffs four Tankers in areas historically plagued by limited or absent water supply systems, such as Gunston, Clifton, Crosspointe and Great Falls. Tankers also are used in incidents when infrastructure failures occur to the existing water supply.

Tanker units are staffed with one position. This reduction eliminates the position assigned to drive and staff the Tanker units. Operation of the tankers will be provided by firefighters taken off of engine companies.

#### IMPACT OF REDUCTION

The elimination of a dedicated Tanker driver creates significant safety concerns that impact both citizen and firefighter safety.

Tanker units are critical to the life safety of residents and firefighters, as well as the protection of property and exposures, therefore it is not an option to stop operating. In order to eliminate the 12 positions and continue to operate the tanker units, the department will have to take a firefighter off the engine company to drive the tanker when a tanker is needed to respond to a fire incident.

The engine company is currently staffed with four personnel to ensure compliance with Federal OSHA standards that require four personnel be on the scene of an incident (for safety reasons) before anyone can enter the building to attack the fire. The only exception to this is if there is a confirmed victim inside.

The elimination of the Tanker drivers will cause a reduction in the number of personnel staffing the engine company from four to three because the fourth position will be used to drive the Tanker. With only three personnel on the engine company, there will be a delay in the initial firefighting force available to attack the fire. The delay of an interior attack during the initial stages of a structure fire can cause a dramatic increase in property damage. As rule, a fire doubles in size every minute that passes without the application of aggressive fire suppression measures. In less than 30 seconds, a small flame can rage completely out of control and turn into a major fire.

In addition to the concern over a delay in firefighting capability, there is a concern over the safety of operating the Tanker without a dedicated driver. Vehicle accidents related to water tankers in the fire service are well documented by the United States Fire Administration and other professional organizations, including the Department of Transportation. One of the primary causes cited is the inexperience and training of drivers as well as the driving characteristics of these types of vehicles.

Due to the complex staffing of the Fire and Rescue Department, firefighters are detailed to different work locations on a daily basis to fill vacancies at various work locations. This often creates a situation where fill-in personnel are not familiar with the driving and operational characteristics of these vehicles, especially tankers because there are so few of them. This change in process will increase the chances of having an inexperienced driver responsible for getting a tanker to the incident scene at a greater risk to firefighters and citizens.

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

### **001-92-392 Eliminate Four Basic Life Support (BLS) Units at those Stations which also have Advanced Life Support (ALS) Units**

<b>LOB Number</b>	<b>LOB Title</b>	<b>Positions</b>	<b>Expenditures</b>	<b>Revenue</b>	<b>Net Reduction</b>
92-04	<b>Operations/Emergency Medical Services (EMS)</b>	24 / 24.0 SYE	\$1,404,300	\$0	\$1,404,300

#### **DESCRIPTION OF REDUCTION**

The following stations maintain two transport units, an Advanced Life Support (ALS) and Basic Life Support (BLS) unit, due to heavy call volume. This reduction eliminates the BLS unit, leaving one ALS unit at each station.

Transport Unit	Number of Calls	Positions
A408 – Annandale	2,066	6
A409 – Mount Vernon	1,724	6
A410 – Bailey’s Crossroads	1,767	6
A411 – Penn Daw	1,653	6
<b>TOTAL</b>	<b>7,201</b>	<b>24</b>

#### **IMPACT OF REDUCTION**

The elimination of four BLS Transport units will severely impact the department's ability to respond to emergency calls and to deliver pre-hospital medical services. This reduction will accelerate the already declining ability to meet the department’s response targets. National Fire Protection Association standards require EMS to provide an Automated External Defibrillator within five minutes, so that at least 20 percent of patients in cardiac arrest arrive at the hospital with a pulse. The department currently only meets this standard 59.5 percent of the time.

### **001-92-393 Eliminate Two Heavy Rescue Companies**

<b>LOB Number</b>	<b>LOB Title</b>	<b>Positions</b>	<b>Expenditures</b>	<b>Revenue</b>	<b>Net Reduction</b>
92-04	<b>Operations/Emergency Medical Services (EMS)</b>	24 / 24.0 SYE	\$1,846,280	\$0	\$1,846,280

#### **DESCRIPTION OF REDUCTION**

This reduction reduces the number of staffed heavy rescue companies from eight to six. This reduction will require an analysis and reallocation of all rescue companies throughout the County based on only six units available for response versus the existing eight strategically-placed heavy rescue companies across the County. Heavy Rescues are primarily designed for technical rescue and carry an array of special equipment and powerful tools such as the Jaws of Life for situations such as:

- Vehicle accidents with persons trapped;
- Structural collapse of buildings or excavation trenches;
- Water rescues in ponds and lakes or swift water;
- Hazardous Materials incidents; and

# Lines of Business Reduction Impact Statements

## *Fire and Rescue Department*

- Emergency Medical Services (EMS).

National Fire Protection Association (NFPA) regulation 1006 and 1670 give guidelines and regulations for the operation of Heavy Rescue vehicles and also state that all "rescuers" must have medical training to perform any technical rescue operation, including cutting the vehicle itself.

Each of the Heavy Rescue vehicles are staffed by four Emergency Medical Technicians (EMTs) that respond to EMS calls with Automated External Defibrillators. Therefore, the rescuers who perform the extrication are EMTs and are able to provide medical care to the patient inside the vehicle while the extrication is taking place.

In addition to rescue situation, heavy rescues make up part of the initial firefighting force for structural fires. On the fireground, rescue squads are responsible for:

- Search and rescue for trapped occupants;
- Ventilation;
- Forcible entry;
- Ladder operations; and
- Firefighter rescue as the Rapid Intervention Team (RIT).

### **IMPACT OF REDUCTION**

The elimination of two Heavy Rescue Companies will leave only six heavy rescue companies to cover all 407 square miles of Fairfax County. This reduction will seriously impact the department's ability to have a timely response to the above referenced incidents. The delay in arrival of these units, personnel and specialty equipment results in longer rescue times for people trapped or exposed to hazardous materials and longer rescue times for firefighters trapped in buildings during life and property saving efforts.

In addition, the Heavy Rescue Companies make up a part of the special operations division with personnel and equipment that support the collapse rescue program (TROT) and the hazardous materials program. Reduction of two rescue companies decreases the number of specially-trained personnel for Hazmat, Water and RIT incidents.

Even with the existing eight Heavy Rescue companies, the Fire and Rescue Department does not currently meet the established NFPA standards for the number of personnel on a fire scene within the 5 and 9 minute timeframe. The elimination of two Heavy Rescue Companies will only add to this delay.

The elimination of these units also reduces the department's medical response capability by delaying EMS assistance to the patient in the timeliest fashion. Fast emergency medical response is essential in improving survival rates of most medical emergencies. For example, the highest hospital discharge rate has been achieved in patients in whom CPR was initiated within four minutes of cardiac arrest and advanced cardiac life support within 8 minutes.

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## *Fire and Rescue Department*

### 001-92-394 Eliminate Half of the Special Operations Division

LOB Number	LOB Title	Positions	Expenditures	Revenue	Net Reduction
92-35	Operations/Emergency Medical Services (EMS)	12 / 12.0 SYE	\$1,341,169	\$0	\$1,341,169

#### DESCRIPTION OF REDUCTION

The Special Operations Division is comprised of the programs identified below. This reduction will eliminate half of the Special Operations Division – 12 positions and \$1,341,169, resulting in a reduced level of service. The 12 positions consist of six Hazardous Materials Technicians and three Advanced Life Support (ALS) Technician positions (HazMat certified) on the Hazardous Materials Response Units at Fire Station 40, the Emergency Preparedness Program Manager, the Captain II assigned as a liaison to the Regional Intelligence Center, and one Administrative Assistant III.

PROGRAM	DESCRIPTION	AMOUNT	TOTAL POSITIONS	POSITION REDUCTION	REDUCTION AMOUNT
Hazardous Materials	Hazardous Materials Response Unit and Support Unit, one Program Manager, and eighteen Hazmat Team members, as well as training and equipment costs. Responds to all hazardous material incidents (chemical, nuclear and biological) that occur within the county.	\$1,742,809	19	9	\$1,025,971
Technical Rescue (TROT)	One Program Manager and associated training, tools, and equipment costs. Responds to all technical rescue incidents (confined space, structural collapses, tall building, and trenches) that occur within the county.	\$394,838	1	0	\$0
Marine (overtime for training and operating costs)	Cost for fuel, maintenance, training, equipment and certifications to maintain the Fireboat, as well as the swift-water and flat water response boats. Responds to water rescue incidents (swift water, lakes, ponds, rivers and bays) that occur in the county.	\$80,284	0	0	\$0
Emergency Preparedness	Salary costs and certifications for one Program Manager, and one management position assigned to the National Capital Regional Intelligence Center. Responsible for planning, preparedness, and coordination for natural (hurricane, tornadoes, snow) and man-made (hazmat, transportation) disasters, homeland security threats and special events.	\$265,644	2	2	\$265,644
Urban Search & Rescue (US&R)	The Urban Search and Rescue Program is fully funded and supported by the federal government.	\$0	0	0	\$0
Deputy Chief and Admin. Assistant	Two positions which provide management, supervision, and oversight for the Department's special operations functions.	\$198,762	2	1	\$49,554
<b>TOTAL</b>		<b>\$2,682,337</b>	<b>24</b>	<b>12</b>	<b>\$1,341,169</b>

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## *Fire and Rescue Department*

### **IMPACT OF REDUCTION**

#### **HAZMAT**

The elimination of nine Hazmat certified personnel will set staffing levels back to pre-9/11, when the Board mandated staffing of the Hazardous Materials Response Units in response to terrorist incidents. These units respond to over 1,000 calls annually. The loss of these positions will mean the Hazardous Materials Unit will be responding understaffed with a crew of three instead of the current four-person staffing and the Hazardous Materials Support Unit will require "cross-staffing" from other suppression units in order to respond on emergency incidents. Cross staffing means other units (engine or truck) will be out of service when personnel are deployed to a hazardous materials incident, compromising the protection of citizens in Station 40 - Fairfax Center's area. In addition, there is potential for a significantly delayed response to HazMat incidents throughout the County when the staff is already committed to fire or medical calls.

#### **EMERGENCY PREPAREDNESS**

The post-9/11 world reality brought to the forefront a strong awareness of the need for cooperation between public safety agencies. Daily information and intelligence sharing is integral to a safe, efficient and effective public safety operation. The Emergency Preparedness Battalion Chief coordinates activities with Fairfax County public safety agencies including the Office of Emergency Management, Police Department, Health Department, local public safety agencies throughout the region, and state and federal response partners such as the Federal Bureau of Investigation and Secret Service.

The Emergency Preparedness Battalion Chief is the focal point for department analysis, risk and shortfall identification, and response system improvement. This position creates, updates, and serves as the repository for disaster pre-plan documentation like the Continuity of Operations Plan for all types of special events, e.g. Celebrate Fairfax, Springfield Days, Herndon Days, natural disasters, e.g. tornados, hurricanes, blizzards and floods, and special security events, e.g. VIP visitations. For example, this position coordinated with the department, volunteer departments, and regional jurisdictions to identify unit availability and provide credentialing of personnel to assist Washington, D.C. during the 2009 Presidential Inauguration. Additionally this position worked closely with the Office of Emergency Management (OEM), providing required documentation so the County can be reimbursed for costs associated with it's participation in the inauguration. Another example of this position's criticality is the role filled when responding to special missions that provide disaster aid to other states such as Emergency Management Assistance Compact missions. The Emergency Preparedness Battalion Chief coordinated the establishment of multi-jurisdictional response teams to Mississippi and Louisiana after Hurricane Katrina and worked in concert with the department's Fiscal Services Division to ensure all proper documentation was gathered so the region was able to recover the \$4 million spent as a result of that response. This position was also critical in coordinating cost recovery efforts with OEM after the Huntington Flooding event. In addition, this position's responsibilities have expanded to include participation in a variety of County initiatives such as the Hypothermia Task Force.

Without this position, the ability to respond across multiple sectors, coordinate multiple jurisdictions, access effective communication, support equipment and supply requirements in a timely manner, and ensure the presence of trained staff members who can provide the best protection for residents and those of other communities will be compromised. Instead, duties will be divided up among a number of positions, losing the dynamic response capability that comes from dedicated resources.

The Captain II of intelligence is the liaison to federal, state, and local law enforcement agencies for information sharing and response capabilities within the Regional Intelligence Center. This position works closely with the Police Department's Criminal Intelligence Division to collect, evaluate, analyze, investigate, and disseminate intelligence regarding foreign and domestic criminal activity in the region, providing the department with sensitive information about threats to public safety operations. The loss of this position will delay notification to operational units of heightened security threats, hampering their ability to implement appropriate security measures.

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### *Fire and Rescue Department*

#### **ADMINISTRATION**

Without the Administrative Assistant III, there will be no administrative support to the Special Operations Division or the three Field Shift Deputies. In addition to providing routine support such as mail, phones, and correspondence, this position oversees the master calendar for the department, which is an integral tool used to manage the training and meetings for 1350+ field personnel. This position also maintains the transfer database which is used to determine staffing needs in the field and coordinates the Employee Answers to Request (EARs) process where personnel can ask question regarding department policies and procedures. In addition, the Administrative Assistant III maintains the street closing database in order to notify the Fire Stations affected by street closures.