

HARTSVILLE/TROUSDALE COUNTY GOVERNMENT

ORDINANCE #177-2019-07

AN ORDINANCE TO REORGANIZE THE FIRE DEPARTMENT TO INCLUDE THE EMERGENCY MEDICAL SERVICES, RESCUE SQUAD, AND THE VOLUNTEER FIRE DEPARTMENT

WHEREAS, Article 4, Section 4.01 provides that the powers and duties allocated to the office of the Mayor may be delegated to and discharged through some administrative departments as may from time to time be created; and

WHEREAS, Article 4, Section 4.01 provides that the Commission may by ordinance establish or amend any plan of administrative organization; and

WHEREAS, Article 4, Section 4.02 provides that there shall be such directors and administrators as may from time to time be established by ordinance. Each shall be responsible to the Mayor for all duties entrusted to such director or administrator; and

WHEREAS, Article 4, Section 4.06 – Minimum Requirements, provides, in part, under subsection (c) A Fire Department, headed by the Mayor, or such person as the Mayor may appoint subject to confirmation by the Commission, which department shall be charged with firefighting and fire prevention obligations throughout Hartsville/Trousdale County; and

WHEREAS, it has been determined that it is in the best interest of the community of Hartsville/Trousdale County to combine several existing functional areas, including the Fire Department, Rescue Squad and Emergency Medical Services into one functional department, to be administered by an individual appointed by the Mayor; and

WHEREAS, this administrative department will be known as the Hartsville/Trousdale Fire Department, incorporating the Fire Department, Rescue Squad and Emergency Medical Services, as outlined in Exhibit A, Organizational Description and Organizational Structure; and

WHEREAS, the County Commission has reviewed such recommendation and has conducted a public hearing prior to the second reading.

NOW, THEREFORE, BE IT ORDAINED BY THE HARTSVILLE/TROUSDALE COUNTY COMMISSION, there shall be created an administrative department that will be known as the Hartsville/Trousdale County Fire Department, which shall include the current functional areas of the Fire Rescue Division and the Emergency Medical Services Division,. Such department will be directed by the Hartsville/Trousdale County Director / Fire Chief, who will be responsible to the County Mayor of Hartsville/Trousdale County.

Approved by the Emergency Services Committee on February 19, 2019

	1M <u>Bill Fergusson</u>								
First Reading:	<u>February 25, 2019</u>	2m <u>Richard Harsh</u>	YES	17	NO	2	ABS	1	PASSED
	<i>March 25, 2019: Motion to postpone Second Reading to the next Commission meeting to be held on April 22, 2019</i>		YES	17	NO	3	ABS	0	MOTION CARRIED

	1M <u>Dwight Jewell</u>								
Public Hearing:	<u>April 22, 2019</u>	2m <u>David Nollner</u>	Voice Vote		ABS	0			CLOSED
	<i>April 22, 2019: Motion to postpone Second Reading with Amendments to the next Commission meeting to be held on May 28, 2019</i>		YES	11	NO	9	ABS	0	MOTION CARRIED

	1M <u>David Nollner</u>								
Second Reading:	<u>May 28, 2019</u>	2m <u>Rachel Jones</u>	YES	7	NO	12	ABS	1	FAILED

Approved:

Approved:

Attest:

Jerry Ford, Commission Chairman

Stephen Chambers, Mayor

Rita Crowder, County Clerk

Voting Record

Ordinance 177-2019-07

*Reorganization of the
Hartsville/Trousdale County Fire Department
with Rescue and Emergency Medical Services*

	AYE	NAY	
District 1			
Ken Buckmaster		✓	
David Nollner	✓		
District 2			
Shane Burton		✓	
Landon Gulley		✓	
District 3			
Jerry Ford	✓		
Gary Walsh	✓		
District 4			
T. Bubba Gregory		✓	
Grace Thomas		✓	
District 5			
Coy Dickey		✓	
Linda Sue Johnson		✓	
District 6			
Richard Harsh	✓		
Amber Russell		✓	
District 7			
Gary Claridy	✓		
Dwight Jewell			Abstain
District 8			
Bill Fergusson	✓		
Steve Whittaker		✓	
District 9			
Richard Johnson		✓	
Rachel Jones	✓		
District 10			
Beverly Atwood		✓	
Mary Ann Baker		✓	
Count	7	12	1 Abstain

Summary

Ordinance 177-2019-07 Fire Dept/Rescue/EMS

*Merger **failed***

Amended per motion of the Commission on April 22, 2019 to remove the Emergency Management Agency (EMA) from the merger proposal.

HARTSVILLE-TROUSDALE COUNTY FIRE DEPARTMENT

All Hazards Fire, EMS, Rescue Squad Department

The consolidation of the Fire Departments, Rescue Department, and Emergency Medical Services, , located in and serve the citizens/visitors of Hartsville- Trousdale County, will provide for better and more efficient public safety services to the community. The new consolidated department created is entitled "Hartsville-Trousdale County Fire Department". The newly formed Hartsville-Trousdale County Fire Department is an all- hazards fire rescue department to include fire-based emergency medical treatment transport services. Due to the consolidation of the departments/responsibilities of the three existing fire, rescue, and EMS departments, these departments are dissolved and replaced by Hartsville-Trousdale County Fire Department. All the property, vehicles. apparatus, and equipment currently owned by individual departments are transferred to the ownership of the newly created department.

The newly created Hartsville-Trousdale County Fire Department will be led by a Director / Fire Chief responsible for all services provided by the department. The Director / Fire Chief will be appointed by the Hartsville-Trousdale County Mayor.

The Hartsville-Trousdale County Director / Fire Chief will have a command staff to support the functions and mission of the department. The command staff will include but not limited to: Deputy Chief of Fire Rescue Division, Deputy Chief of Emergency Medical Division, and Emergency Management Division. The Deputy Chiefs are responsible for the day-to-day operations their individual divisions

Benefits of this consolidation are noted as follows:

- Fire, Rescue, and EMS members' safety will be enhanced due to consistent training and operational guidelines and best practices.
- Mayor and/or elected officials have direct access to effect public safety through one Director / Fire Chief.
- One Director / Fire Chief serves the role of four department heads.
- Efficient chain of command that takes into consideration span of control (manageable number of people to supervise) and division of labor (employees answer to one supervisor).
- Efficient effective interagency communications
- Consistent operating guidelines and best practices
- Consistent cross-discipline training for members
- Consistent internal/external customer expectations
- Agency projected to have synergistic effect where the output of the four agencies augmenting each other is greater than the sum of their output separately.

Amended per motion of the Commission on April 22, 2019 to remove the Emergency Management Agency (EMA) from the merger proposal.

The consolidation of Hartsville-Trousdale County Fire, Rescue, and EMS services may be organized in two different, but feasible options.

Option #1: This option combines four public safety agencies into one efficiently organized agency providing fire rescue services, emergency medical services, and emergency management services to the community. The new Trousdale County Fire Department will be led by the Director / Fire Chief. The Director / Fire Chief is appointed by the jurisdiction's Mayor. The organizational chart includes three separate divisions: Fire Rescue Division, and Emergency Medical Services (EMS) Division.

The Director / Fire Chief is responsible to develop the overall strategic plan, direction, and provide leadership for the agency.

The Fire Rescue Division's day-to-day operation will be led by a Deputy Chief. This position reports directly to the Director / Fire Chief. This direct line of supervision ensures the goals of the division and agency are meeting/exceeding expectations. The Fire Deputy Chief will be supported with an organizational structure that takes into consideration a manageable "span of control" and "division of labor" to include but is not limited to positions such as Training Officer, Captain, Administrative Officer, and Firefighters/Rescue members.

The Emergency Management Agency Division's day-to-day operation will be led by a Deputy Chief. This position reports directly to the Director / Fire Chief. This direct line of supervision ensures the goals of the division and agency are meeting/exceeding expectations. The Fire Deputy Chief will be a stand-alone division at this time coordinating with both Fire and EMS divisions.

The Emergency Medical Service Division's day-to-day operation will be led by a Deputy Chief, which reports directly to the Director / Fire Chief. This direct line of supervision ensures the goals of the division and agency are meeting/exceeding expectations. The EMS Deputy Chief will be supported with an organizational structure that takes into consideration a manageable "span of control" and "division of labor" to include but is not limited to Battalion Chiefs, paramedics, and emergency medical technicians. There will be three Battalion Chiefs, one to supervise each of the three shifts (A, B, C,) and ambulance crew members. The organizational chart would further breakdown the three EMS shifts to include two ambulances, one with a FF/Paramedic and FF/EMT which would be stationed at the fire hall to respond to fire calls when in quarters. The second ambulance will be staffed for EMS calls unless fire trained personnel are available. In the event both ambulances have suppression trained crews, the second truck will rotate to the fire hall when the primary suppression ambulance is unavailable.

Option 1, when fully staffed, will provide EMS personnel to be stationed at the fire hall to include the Director / Fire Chief, Fire Rescue Deputy Chief, EMA-Deputy Chief, EMS Deputy Chief, Shift Battalion Chief, and an ambulance with two fire-EMS trained crew members Monday through Friday 7am to 4pm. After 4pm the ambulance crew and Battalion Chief would remain at the fire hall to respond to fire calls. Obviously, this is not an optimal staffing

solution, as there will be times the Battalion Chief will have to cover time off and sick call on the ambulance, this would decrease our staffing by one. There could also be times that the Fire Deputy Rescue Chief, EMA Deputy Chief, and EMS Deputy Chief will not be available due to their other jobs, or sick/vacation time off. This would also include the Director / Fire Chief. An agreement and/or arrangement with the volunteer firefighters to help maintain staffing during these periods will be paramount. I anticipate minimum staffing by Fire/EMS/Rescue Squad to be two personnel at the fire hall at all times when fully implemented.

Option #2 This option will mirror option one with the combination of all three services into one organized agency providing fire suppression/rescue and emergency medical services. This option combines four public safety agencies into one efficiently organized agency providing fire rescue services, emergency medical services, and emergency management services to the community. The new Trousdale County Fire Department will be led by the Director / Fire Chief. The Director / Fire Chief is appointed by the jurisdiction's Mayor. The organizational chart includes three separate divisions: Fire Rescue Division, Rescue Squad Division and Emergency Medical Services (EMS) Division.

The Director / Fire Chief is responsible to develop the overall strategic plan, direction, and provide leadership for the agency.

The Fire Rescue Division's day-to-day operation will be led by a Deputy Chief. This position reports directly to the Director / Fire Chief. This direct line of supervision ensures the goals of the division and agency are meeting/exceeding expectations. The Fire Deputy Chief will be supported with an organizational structure that takes into consideration a manageable "span of control" and "division of labor" to include but is not limited to positions such as Training Officer, Captain, Administrative Officer, and Firefighters/Rescue members.

The Rescue Squad Division's day-to-day operation will be led by a Deputy Chief. This position reports directly to the Director / Fire Chief. This direct line of supervision ensures the goals of the division and agency are meeting/exceeding expectations. The Fire Deputy Chief will be a stand-alone division at this time coordinating with both Fire and EMS divisions.

The Emergency Medical Service Division's day-to-day operation will be led by a Deputy Chief, which reports directly to the Director / Fire Chief. This direct line of supervision is to ensure the goals of the division and agency are meeting/exceeding expectations. The EMS Deputy Chief will be supported with an organizational structure that takes into consideration a manageable "span of control" and "division of labor" to include but is not limited to Battalion Chiefs, paramedics, and emergency medical technicians. There will be three Battalion Chiefs, one to supervise each of the three shifts (A, B, C,) and ambulance crew members. In option 2, the organizational chart would differ as the three EMS shifts would now include a third ambulance instead of only two, one or more with an FF/Paramedic and FF/EMT which would be stationed at the fire hall with primary suppression and first responder duties. This ambulance would only do EMS transport if the other two ambulances or unavailable. This third truck may also have

first responder duties in the event there are no volunteer first responders available, or the situation dictates they are needed. In this situation, they would respond in the EMS Battalion Chief truck. In the event there are no Chief Officers at the fire hall (i.e. it's a weekend or after 4pm) this scenario would elicit a page of the volunteers to staff the fire hall until the suppression ambulance has returned to quarters.

Option 2, when fully staffed would provide Fire Rescue/EMS/Rescue Squad personnel to be stationed at the fire hall to include the Director / Fire Chief, Fire Rescue Deputy Chief, EMA Deputy Chief, EMS Deputy Chief, Shift Battalion Chief, and their FF/EMT partners Monday through Friday 7am to 4pm. After 4pm and on weekends the ambulance crew and Battalion Chief would remain at the fire hall to respond to fire calls. Again, this is not an optimal staffing solution, as there will be times the Battalion Chief or EMT will have to cover time off and sick call on an ambulance, this again would decrease our staffing by one. There could also be times that the Fire Deputy Chief, EMA Deputy Chief, and EMS Deputy Chief will not be available due to their other jobs, or sick/vacation time off. This would also include the Director / Fire Chief. An agreement and or arrangement with the volunteer firefighters to help maintain staffing during these periods would be paramount. I would anticipate minimum staffing by Fire/EMS/Rescue Squad to be two personnel at the fire hall at all times when fully implemented.

Overall, option 1 and option 2 are both good options. However, option 2 will provide the jurisdiction with additional Fire/EMS/ Rescue Squad resources, at least on a part-time basis. This will increase public safety and quality of life in the jurisdiction. As revenues of the jurisdiction improve and/or operational efficiencies are documented, the organization can easily be built upon by expanding the existing organizational structure to further meets the current and future needs of the community.

Amended per motion of the Commission on April 22, 2019 to remove the Emergency Management Agency (EMA) from the merger proposal.

Hartsville/Trousdale County Fire Department Organizational Structure

