

## Organization and Accountability

### 2.1 Department of Public Safety Organization

**Purpose** Organization and Accountability serve as the framework for an effective chain of command as well as information sharing. Providers must know that good communication is the key to the success of any organization. Establishing clear, defined roles for each provider in the system prevents duplication of efforts while they provide a working structure for the Department. Defined responsibilities are necessary so every provider in the system has a clear understanding of their roles and functions within the system.

2.1.1 The Department of Public Safety is structured as outlined in Appendix A and shall be commanded by the Director of Public Safety. Department organizational structure shall be updated as required and will be reviewed at least annually, regardless of whether updates have been necessary during the preceding year. The Director of Public Safety shall serve as the County Fire Chief and Emergency Management Coordinator according to County ordinance.

1. The Operations Division shall be commanded by the Division Chief of Operations and shall contain the Training Division.
  - a. The Training Division, commanded by the Deputy Chief of Operations, is charged with responsibility for conducting training courses for all County fire, emergency medical services, and emergency management training, in accordance with all local, state, and federal guidelines. The Training Division is also responsible for recruitment and retention of both career and volunteer staff that comprise the Department of Public Safety. The Deputy Chief of Operations shall also serve as the Quality Assurance Coordinator.
  - b. Responses to all fire, emergency medical services, hazardous materials, and other emergency and non-emergency events that require a response by a County Public Safety agency shall be the responsibility of the Division Chief of Operations. The Division Chief of Operations shall be assisted in coordination of resources by the Deputy Division Chief and the Operations Division Captains.
2. The Animal Control Division shall be administered and directed by a Captain. This section shall be structured according to County guidelines and state law and shall be staffed by Enforcement Officers who are responsible for enforcement of all County ordinances, state and federal laws that apply to domestic animals, and all other laws of the Commonwealth of Virginia.
  - a. The Adoption Specialist is responsible for all operations of the County Animal Pound. The Adoption Specialist is responsible for coordinating all staff, both volunteer and career, assigned to the Pound or events related to animal adoption activities.
  - b. The Solid Waste Enforcement Officer is responsible for enforcement of all County ordinances pertaining to the disposal and handling of solid waste.
3. The Fire Marshal's Office shall be commanded by the County Fire Marshal. The Fire Marshal's Office shall be responsible for investigating all structure fires, and other fires as deemed necessary, to determine cause and origin. The Fire Marshal shall coordinate all fire inspection efforts for the County and is responsible for insuring compliance with and enforcement of, with the State and National Fire Code. The Deputy Fire Marshal shall report to the County Fire Marshal.

### SECTION II – Emergency Services Agencies

- |                 |                              |
|-----------------|------------------------------|
| a. Fire Service | b. Emergency Medical Service |
|-----------------|------------------------------|

Fire District One: Rocky Mount Fire Department	EMS District Two: Franklin County Rescue Squad
Fire District Three: Ferrum Fire Department	EMS District Three: Ferrum Rescue Squad
Fire District Four: Glade Hill Fire Department	EMS District Four: Glade Hill Rescue Squad
Fire District Five: Callaway Fire Department	EMS District Five: Callaway Rescue Squad
Fire District Six: Snow Creek Fire Department	EMS District Six: Snow Creek Rescue Squad
Fire District Seven: Boones Mill Fire & EMS	EMS District Seven: Boones Mill Fire & EMS
Fire District Eight: Fork Mtn. Fire Department	EMS District Eight: Fork Mtn. Rescue Squad
Fire District Nine: Burnt Chimney Fire Department	EMS District Nine: Red Valley Rescue Squad
Fire District Ten: Scruggs Fire & EMS	EMS District Ten: Scruggs Fire & EMS
Fire District Eleven: Smith Mtn. Lake Marine Fire Co.	EMS District Thirteen: Cool Branch Rescue Squad
Fire District Twelve: Hardy Fire Department	EMS District Fifteen: Dept of Public Safety #15
Fire District Thirteen: Cool Branch Fire Department	
Fire District Fourteen: Henry Fire Department	

(a.1) Areas bordering Roanoke County: Roanoke County Fire & EMS

**c. Specialty Teams**

1. Search and Rescue Team
2. Underwater Search and Recovery Teams
  - a. Water District Eleven: Scruggs Dive Team
  - b. Water District Eleven: Smith Mtn. Lake Marine Fire Company.
  - c. All other areas and in criminal investigations: Dept. of Public Safety Underwater Search and Recovery Team
3. Swift Water Rescue Team

2.1.2 The Department executive staff shall consist of the Division Chief of Operations, the Deputy Division Chief of Operations, Fire Marshal, and Animal Control Division Captain. Other employees as may be assigned by the Director of Public Safety.

1. In the absence of the Director of Public Safety, the Department will be commanded by the individual so designated by the Director of Public Safety or County Administrator.
2. Department employees may, by appointment through the chain of command, discuss any matter with any member of the Executive Staff.
3. Members of the Executive Staff will keep the Director informed on all matters essential to the efficient

functioning of the Department of Public Safety.

## 2.2 Staff Responsibilities

2.2.1 The Director of Public Safety has overall responsibility for the proper and efficient administration, control, and operation of the Department; and shall have the following specific responsibilities:

1. Formulation of Department direction based on future resource needs, organizational goals, community input and funding sources.
2. Enhance the visibility of the Department of Public Safety.
3. Enhance the quality of the delivery of services to the public.
4. Advise, reinforce, encourage, and lend support the Executive Staff Members.
5. Assist in obtaining funding of projects, materials and equipment.
6. Encourage supervisors to utilize participatory management practices in order to increase the use of field staff input in decision making.
7. Develop ideas from Executive Staff and present them to the Director.
8. Act as liaison for all Department of Public Safety agencies to the Franklin County Board of Supervisors while in session.
9. Composition and issuance of Department Policy and Procedure, General Orders, memorandums, informational bulletins, and special orders.
10. Monitor department programs and plans and initiates improvements.
11. Coordinate Department activities with the Executive Staff and other agencies.
12. The Director of Public Safety may assign other duties as necessary.

2.2.2 The Division Chief of Operations shall have the following responsibilities:

1. Directs day to day operations of Fire and EMS response for the Department.
2. Develops strategies for dealing with Fire/EMS specific hazards, and other potential emergencies through pre-planning and training.
3. Handles personnel matters relating to Fire and EMS staff.
4. Assist with Emergency Management duties of the Department.
5. Assist with administrative functions as the day to day operation of the Department.
6. Assist training staff with quality assurance program.
7. Works directly with Medical Director on patient care issues.
8. Acts as an Officer in Charge of Fire and EMS emergencies when needed.
9. Coordinates multi-company, multi-agency and multi-jurisdictional Fire/EMS preparedness exercises and operational responses.
10. Acts in the capacity of ALS/Firefighter.
11. Provides Advanced Life Support and other EMS stabilization procedures when needed.
12. Performs rescue from potentially life-threatening situations.
13. Assists in the protection of property via fire-suppression and fire related activities.
14. Assists with Hazardous Materials Incident responses.
15. Prepares accurate records and reports as required for EMS and fire related responses.
16. Operates emergency equipment and vehicle as required.

17. Assists in fire and safety inspections/investigations of public and private property as required.
18. Assists in providing EMS, Fire, and general Safety training to the public.
19. Assists in providing EMS, Fire and Hazardous Materials training to volunteers.
20. Other tasks and activities as assigned in reference to EMS, Fire and Emergency Services.

2.2.3 The Deputy Division Chief of Operations shall have the following responsibilities:

1. Assists and coordinates in providing EMS, Fire, Hazardous Materials, and Emergency Management training to volunteers and staff;
2. Assists and coordinates EMS, Fire and general Safety training to the public;
3. Direct countywide Recruitment and Retention efforts for Volunteer Fire and EMS departments;
4. Responsible for maintaining training records of Public Safety staff and EMS agencies coming under the Public Safety Department;
5. Coordinates development and implementation of equipment, personnel and training standards for County Emergency Services personnel;
6. Acts as an Officer in Charge of Fire and EMS emergencies when needed.
7. Coordinates multi-company, multi-agency and multi-jurisdictional Fire/EMS preparedness exercises and operational responses.
8. Sets countywide training schedule;
7. Serves as the Quality Assurance Program Coordinator;
8. Acts in the capacity of Paramedic/Firefighter;
9. Provides Advanced Life Support [ALS] and other EMS stabilization procedures;
10. Performs rescue from potentially life-threatening situations;
11. Assists in the protection of property via fire-suppression and fire related activities;
12. Assists with Hazardous Materials Incident responses;
13. Prepares accurate records and reports as required for EMS and fire related responses;
14. Operates emergency equipment and vehicle as required;

2.2.4 The Operations Division Captains shall have the following responsibilities:

1. Directs day to day operations of Fire and EMS response for the Department;
2. Develops strategies for dealing with Fire/EMS specific hazards and other potential emergencies through pre-planning and training;
3. Handles personnel matters relating to Fire and EMS staff;
4. Assists with Emergency Management duties of the department;
5. Assists with administrative functions in the daily operation of the of the department;
6. Assists training staff with quality assurance program;
7. Works directly with Medical Director on patient care issues;
8. Acts as an Officer in Charge of Fire and EMS emergencies when needed;
9. Acts as incident commander when a specialty team is deployed for operations within Franklin County;
10. Coordinates multi-company, multi-agency and multi-jurisdictional Fire/EMS preparedness exercise and operation responses;
11. Acts in the capacity of ALS/Firefighter, providing Advanced Life Support and other EMS stabilization procedures when needed;
12. Performs rescue from potentially life-threatening situations;
13. Assists in the protection of property via fire-suppression and fire related activities;
14. Prepares accurate records and reports as required for EMS and fire related responses;
15. Operates emergency equipment and vehicle as required;
16. Assists in fire and safety inspections/investigations of public and private property as required;
17. Assists in providing EMS, Fire and general Safety training to the public;
18. Assists in providing EMS, Fire and Hazardous Materials training to volunteers;
18. Performs other duties as may be assigned.

2.2.5 The Animal Control Division Captain shall have the following responsibilities:

1. Oversee and evaluates other animal control officers;
2. Investigates internal complaints as they relate to animal control and the department.
3. Prepares staff work schedule;
4. Works with VA Department of Agriculture to insure animal shelter is within code;
5. Sets and checks traps, captures strays and specific animals by humane means, impounds abandoned and stray animals;
6. Supervises maintenance of animal shelters and oversees trustee laborer;
7. Impounds abandoned and stray animals;
8. Checks animals for proper licenses and vaccinations; issues appropriate summons;
9. Initiates investigations by collecting and presenting evidence, interviewing victims and witnesses, prepares evidence, recording and testifying on same in court cases;
10. Prepares detailed reports and prepares statistical information for department;
11. Responds to radio dispatches and answers calls and citizen complaints during or after normal working hours;
12. Investigates complaints and concerns such as cruelty, theft, missing or injured animals, investigates livestock deaths and/or property damages;
13. Works closely with local Health Department and area hospital in reference to animal bites;
14. Contacts owners of animals having bitten or attacked someone; quarantines or orders the same for suspect animals;
15. Works to return identifiable animals to owners and manages animal adoption program;
16. Destroys unclaimed or other animals as appropriate by humane means;
17. Handles cash and transfers same to County Treasurer's Offices;
18. Operates emergency vehicle under adverse conditions;
19. Responds to emergency incidents as requested;

2.2.6. The County Fire Marshal shall have the following responsibilities:

1. Enforces and Interprets fire prevention code;
2. Makes reports on effects of fire within the County to the Board of Supervisors;
3. Implements fire prevention programs;
4. Conducts educational fire prevention programs;
5. Maintains files, records and reports regarding inspections and investigations;
6. Handles complaints from the public;
7. Investigates fires for cause and origin;
8. Interacts with other law enforcement agencies, Commonwealth Attorney, County Attorney and courts;
9. Assist in the preparation of court cases and legal actions;
10. Conducts criminal investigations and interviews;
11. Testifies in court cases;
12. Secures crime scenes and collects evidence;
13. Issues summons and makes arrest;
14. Prepares fire reports;
15. Responds to fire, hazardous material and EMS incidents;
16. Helps with fire suppression and emergency medical care;
17. Commands scene of emergency incidents;
18. Investigates environmental crimes and incidents;

2.2.7 The Volunteer Rescue Squad Captains shall have the following responsibilities:

1. Coordinates and manages the activities of the rescue squad to ensure the planning, development, and implementation of policies and programs for the department;
2. Identifies and develops short and long-range goals;
3. Plans and develops rescue squad budget;
4. Evaluates programs to ensure effectiveness;
5. Supervises and mentors all squad personnel;
6. Establishes and maintains liaisons with other rescue squads, the squad's Board of Directors, the Department of Public Safety, and outside agencies;
7. Compiles requested performance reports for the Director of Public Safety;
8. Accomplishes strategic planning goals pertaining to the rescue squad;
9. Performs other duties as may be required
10. Competently directs the operation of a rescue squad;
11. Demonstrates extensive knowledge of EMS practices and procedures;
12. Demonstrates knowledge of modern supervisory practices, including managing volunteers;
13. Serve as an incident commander when necessary;
14. Responsible for all rescue squad funding and equipment;
15. Effectively monitors subordinate personnel;
16. Demonstrates leadership skills including the application of policies and procedures related to discipline and morale;
17. Effectively communicates orally and in writing;
18. Able to conduct research and write detailed reports;
19. Able to develop strong relations with other public safety agencies and community

2.2.8 The Adoption Specialist shall have the following responsibilities:

1. Promotes responsible pet ownership by providing instruction and information through various media outlets.
2. Oversees adoption program at the Franklin County Animal Shelter.
3. Performs animal intake duties including but not limited to health and behavior assessment and needs
4. Maintains all animal records using shelter software and other means as necessary
5. Develops and coordinates spay/neuter program
6. Plans, assigns and directs the work of volunteers
7. Responsible for ensuring that the shelter is cleaned and maintained through assigned labor resources
8. Meets with various animal rescue and adoption agencies to foster animal adoptions
9. Attends and participates in professional and community meetings to recruit interested parties for volunteer service
10. Responsible for all local, state and federal compliance guidelines including state euthanasia certification compliance
11. Ensures that the animal shelter is open for adoption services during all posted hours
12. Coordinates volunteer animal shelter assistants to promote responsible pet ownership through school and other public programs
13. Interviews, screens, and refers applicants to appropriate duties
14. Provides orientation, training, supervision and evaluation of volunteers
15. Serves as liaison between the animal control shelter and other animal service agencies

16. Promotes a positive working relationship between animal control staff members and volunteers
17. Prepares and maintains procedural and training manuals
18. Participates in fund-raising activities
19. Schedules and coordinates volunteer recognition and appreciation events
20. Monitors and evaluates the efficiency and effectiveness of volunteer services through maintaining a database of volunteer workers and hours
21. Prepares and presents reports to management staff; recommends necessary changes or adjustments to the volunteer program
22. Perform related duties and responsibilities as required The Public Safety EMT Instructor shall have the following responsibilities:

2.2.9 The Public Safety Instructor shall have the following responsibilities:

1. Coordinates EMT-B and firefighter training, in-service training and proficiency training;
2. Administers tests and provides feedback to students, as appropriate; maintains course and/or laboratory records;
3. Instructs students in the use and care of a range of sophisticated emergency patient care equipment;
4. Instructs career and volunteer training programs;
5. Develops and implements new training curriculum;
6. Ensures adherence to established Public Safety and County policies and procedures;
7. Assists in the protection of property via fire suppression and other fire related activities.
8. Assists with Hazardous Materials Incident responses.
9. Operates emergency equipment and vehicles as certified and required.
10. Assists in fire and safety inspections/investigations of public and private property as required.
11. Performs other duties as may be assigned in reference to EMS, Fire and Emergency Services.
12. Serves as the Department liaison to the Franklin County High School for the high school EMT program.

2.2.10. Career staff Paramedic Fire Fighters shall have the following responsibilities:

1. Provides Advanced Life Support and other EMS stabilization procedures.
2. Performs rescue from potentially life-threatening situations.
3. Assists in the protection of property via fire-suppression and fire related activities.
4. Assists with Hazardous Materials Incident responses.
5. Prepares accurate records and reports as required for EMS and fire related responses.
6. Operates emergency equipment and vehicle as required.
7. Operates emergency equipment and vehicle as required.
8. Assists in maintenance of equipment related to the County EMS/Fire service.
9. Assists in maintenance of buildings and grounds related to the County EMS/Fire service.
10. Assists in maintenance of vehicles related to County EMS/Fire service.
11. Assists in maintenance of water distribution appurtenances related to fire suppression.
12. Replenishes supplies and materials as needed for County EMS/Fire service.
13. Assists in fire and safety inspections/investigations of public and private property as required.
14. Assists in providing EMS, Fire, and general Safety training to the public.
15. Assists in providing EMS, Fire and Hazardous Materials training to volunteers.
16. Other tasks and activities as assigned in reference to EMS, Fire and Emergency Services.

2.2.11 Animal Control Officers shall have the following responsibilities:

1. Sets and checks traps, captures strays and specific animals by humane means, impounds abandoned and stray animals;
2. Supervises maintenance of animal shelters and oversees trustee laborer;
3. Impounds abandoned and stray animals;
4. Checks animals for proper licenses and vaccinations; issues appropriate summons;
5. Initiates investigations by collecting and presenting evidence, interviewing victims and witnesses, prepares evidence, recording and testifying on same in court cases;
6. Prepares detailed reports and prepares statistical information for department;
7. Responds to radio dispatches and answers calls and citizen complaints during or after normal working hours;
8. Investigates complaints and concerns such as cruelty, theft, missing or injured animals, investigates livestock deaths and/or property damages;
9. Works closely with local Health Department and area hospital in reference to animal bites;
10. Contacts owners of animals having bitten or attacked someone; Quarantines or orders the same for suspect animals;
11. Works to return identifiable animals to owners and manages animal adoption program;
12. Destroys unclaimed or other animals as appropriate by humane means;
13. Handles cash and transfers same to County Treasurer's Offices;
14. Operates emergency vehicle under adverse conditions;
15. Responds to emergency incidents as requested;
16. Performs other duties as may be assigned.

2.12.12 Career staff EMT Fire Fighters shall have the following responsibilities:

1. Provides basic life support and other EMS stabilization procedures.
2. Performs rescue from potentially life-threatening situations.
3. Assists in the protection of property via fire suppression and other fire related activities.
4. Assists with Hazardous Materials Incident responses.
5. Prepares accurate records and reports as required for EMS and fire related responses.
6. Operates emergency equipment and vehicles as certified and required.
7. Assists in maintenance of equipment related to the County EMS/Fire service.
8. Assists in maintenance of buildings and grounds related to the County EMS/Fire service.
9. Assists in maintenance of vehicles related to County EMS/Fire service.
10. Assists in maintenance of water distribution appurtenances related to fire suppression.
11. Replenishes supplies and materials as needed for County EMS/Fire service.
12. Assists in fire and safety inspections/investigations of public and private property as required.
13. Assist in providing EMS, Fire, and General Safety training to the public.
14. Assists in providing EMS, Fire and Hazardous Materials training to Volunteers.
15. Performs other duties as may be assigned in reference to EMS, Fire and Emergency Services.

## 2.3 ACCOUNTABILITY

2.3.1 Each division, and each unit within the Department shall normally be under the command of only one supervisor.

1. To achieve effective direction, control and coordination, authority is hereby delegated to all Department

employees as may be necessary to carry out all assigned responsibilities.

- a. Each employee is responsible for proper use of delegated authority and responsibility.
- b. Each supervisor shall be accountable for the performance of all employees under their immediate supervision. Supervisors may direct the work of subordinates to accomplish the goals and needs of the work unit. Such direction shall be consistent with all applicable laws and policies and the mission and goals of the Department.

2.3.2 Each Department employee shall normally be accountable to only one supervisor at any given time. Lawful orders of any supervisor, including any order relayed from a supervisor by an employee of the same or lesser rank shall be obeyed.

2.3.3 Should a Department employee, while acting in any official capacity on behalf of the Department, encounter any emergency which warrants the assistance of another Department employee, such assistance will be provided as expeditiously as possible. The first employee arriving at the scene of the emergency will remain in charge until properly relieved by a supervisor and in accordance with the National Incident Management System (NIMS).

1. The employee requesting assistance will be responsible for preparation of necessary reports covering the situation unless otherwise directed by a supervisor.
2. In emergencies requiring local, state or federal assistance, the involved employee should notify a supervisor. If a supervisor is not available, the employee should request needed assistance and notify supervision at the first opportunity.

2.3.4 Information obtained during the course of each employee's tour of duty shall be confidential and shall not be disseminated except in accordance with Department policy, state and federal law. Dissemination of information in conflict with this policy may lead to disciplinary action up to and including termination.