

	Standard Operating Guideline: ADM 5	
	Subject:	Organization and Accountability
	Effective Date:	November 1, 2012
	Revision Date:	June 1, 2023
	Director:	<i>William Ferguson</i>

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 and to maintain HIPAA compliance.

I. Department of Public Safety Organization

- A. The Department of Public Safety is 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 is commanded by the Deputy Chief of Operations. 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 Deputy Chief of Operations in coordination with Operations Division Captains and Lieutenants.
 2. 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, post blast explosions, environmental crimes, 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 the State and National Fire Code. The Deputy Fire Marshal shall report to the County Fire Marshal.
 3. The Animal Control Division shall be administered by the Director of Public Safety and operate under the supervision of the Fire Marshal's Office. 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.

4. The Shelter Manager is responsible for all operations of the County Animal Shelter and reports to the Fire Marshal. The Shelter Manager is responsible for coordinating all staff, both volunteer and career, assigned to the Shelter or events related to animal adoption activities.

II Emergency Services Agencies

A. Fire Service Agencies

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| • Fire District One: Rocky Mount Fire Department | Department 1 |
| • Fire District Three: Ferrum Fire Department | Company 3 |
| • Fire District Four: Glade Hill Fire Department | Company 4 |
| • Fire District Five: Callaway Fire Department | Company 5 |
| • Fire District Six: Snow Creek Fire Department | Company 6 |
| • Fire District Seven: Boones Mill Fire & EMS | Company 7 |
| • Fire District Eight: Fork Mtn. Fire Department | Company 8 |
| • Fire District Nine: Burnt Chimney Fire Department | Company 9. |
| • Fire District Ten: Scruggs Fire & EMS | Company 10 |
| • Fire District Fourteen: Henry Fire Department | Company 14 |
| • Fire District Fifteen: Westlake Station | Company 15 |

B. Emergency Medical Service

- | | |
|---|----------|
| • EMS District Five: Franklin County Public Safety | Squad 5 |
| • EMS District Six: Franklin County Public Safety | Squad 6 |
| • EMS District Eight: Franklin County Public Safety | Squad 8 |
| • EMS District Nine: Franklin County Public Safety | Squad 9 |
| • EMS District Ten: Scruggs Fire & EMS | Squad 10 |

C. Specialty Teams

1. Special Operations Team
2. Smith Mountain Marine Volunteer Fire Department

Each organization and group mentioned above (in section 8-11(b) and (c) of the Franklin County Code) shall be responsible to the department of public safety and will carry out their assigned tasks to the best of their ability.

III. Department of Public Safety – Chain of Command

A. The Department senior staff shall consist of the following in order of the chain of command:

1. Director of Public Safety (Fire Chief)
2. Deputy Chief of Operations
3. Captain (Fire Marshal, Training Captain, and Operations Captains)
4. Lieutenant

In the absence of the Director of Public Safety, the Department will be commanded by the Deputy Chief of Operations or as appointed by the Director of Public Safety or County Administrator. Personnel may, by approval of the chain of command, discuss matters with any member of the Senior Staff. All business-related matters must be routed through the chain of command. Employees who have an issue or a complaint regarding their supervisor may bring the matter to the next level in the chain of command.

Members of the Senior Staff will keep the Director informed on all matters essential to the efficient functioning of the Department of Public Safety.

IV. Staff Responsibilities

A. 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 to the Executive Staff Members.
5. Assist in obtaining funding for projects, materials, and equipment.
6. Encourage supervisors to utilize participatory management practices to increase the use of field staff input in decision making.
7. Develop ideas from the Executive Staff and present them to the County Administration.
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 initiates improvements.
11. Shall coordinate Department activities with the Executive Staff and other agencies.
12. The Director of Public Safety may assign other duties as necessary.

B. The Deputy Chief of Operations shall have the following responsibilities:

1. Oversees 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 of the day-to-day operation of the Department.
6. Serves as the department's liaison to the Communications Center.
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(s) 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.
21. Serves in the capacity of the Director when the Director is unavailable.

C. 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 department.
6. Conduct quality assurance measures for their respective shifts.
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(s) 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.
19. Performs other duties as may be assigned.

D. The Operations Division Lieutenants shall have the following responsibilities:

1. Assist the Operations Captain with 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 department.
6. Conduct quality assurance measures for their respective shifts.
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.
19. Performs other duties as may be assigned.

E. The Animal Control Division Supervisor shall have the following responsibilities:

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

F. The County Fire Marshal(s) shall have the following responsibilities:

1. Enforces and interprets statewide fire prevention code.
2. Creates reports on effects of fire within the county for 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 fire prevention or code enforcement 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 make arrests as needed.
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.
19. Assist with emergency management duties of the department.

G. 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 the community.

H. The Volunteer Fire Chiefs shall have the following responsibilities:

1. Coordinates and manages the activities of the Fire Company 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 Fire Company's budget.
4. Evaluates programs to ensure effectiveness.
5. Supervises and mentors all company personnel.

6. Establishes and maintains liaisons with other Fire Companies, the company'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 Fire Company.
9. Performs other duties as may be required
10. Competently directs the operation of the Fire Company.
11. Demonstrates extensive knowledge of the Fire Company's 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 fire company 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 the community.

I. The Shelter Manager 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.
23. Works with Virginia Department of Agriculture to ensure animal shelter is within code.
24. Supervises maintenance of animal shelters and oversees trustee laborer.
25. Works to return identifiable animals to owners and manages animal adoption program.

J. The Fire Training Coordinator and the Emergency Medical Services (EMS) Training Coordinator shall have the following responsibilities:

1. Coordinates EMS 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.

K. Full time and part time career advanced life support (ALS) and basic life support (BLS)/Fire Fighters shall have the following responsibilities:

1. Provides Advanced and/or 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 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(s) as 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. Assists in providing EMS, Fire, and general safety training to the public.
14. Assists in providing EMS, Fire and Hazardous Materials training to volunteers.
15. Other tasks and activities as assigned in reference to EMS, Fire and Emergency Services.
16. Part-time and Cadre members will be assigned to a Shift Management Team for accountability and as a point of contact. These members may work on any shift but will have a primary SMT contact for any issues or needs outside their daily assignment.
17. Part-time fire and EMS employees shall be required to work a minimum of 24 hours per month.

L. 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. Impounds abandoned and stray animals.
3. Checks animals for proper licenses and vaccinations, issues appropriate summons.
4. Initiates investigations by collecting and presenting evidence, interviewing victims, and witnesses, prepares evidence, recording and testifying on same in court cases.
5. Prepares detailed reports and prepares statistical information for the department.
6. Responds to radio dispatches and answers calls and citizen complaints during or after normal working hours.
7. Investigates complaints and concerns such as cruelty, theft, missing or injured animals, investigates livestock deaths and/or property damage.
8. Works closely with local Health Department and area hospital in reference to animal bites.
9. Contacts owners of animals having bitten or attacked someone; Quarantines or orders the same for suspect animals.
10. Works to return identifiable animals to owners and manages animal adoption program.
11. Destroys unclaimed or other animals as appropriate by humane means.

12. Handles cash and transfers same to County Treasurer's Offices with proper documentation.
13. Operates emergency vehicle(s) under adverse conditions.
14. Responds to emergency Fire and EMS incidents as needed/requested.
15. Performs other duties as may be assigned.

ACCOUNTABILITY

- A. Each division and each unit within the Department should 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.
 2. Each employee is responsible for the proper use of delegated authority and responsibility.
 3. 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.
- B. Personnel 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.
- C. Should personnel, 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 the 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.
- D. 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.