



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

Purpose

The purpose of this policy is to establish departmental and divisional mission statements and values of the Valencia County Emergency Services (VCES). This Directive will also describe, in general terms, the organizational structure and responsibilities of the Valencia County Emergency Services.

Policy:

- I. **Commitment –**
“Valencia County is committed to excellence in emergency mitigation of fire, EMS, and technical rescue incidents through professionalism, leadership, and training.”

- II. **Mission Statement-**
“Our Mission as Valencia County Emergency Services is to exceed the standard in Emergency Care, Fire Suppression, and Hazard Mitigation through Professionalism, Prevention, and Public Education.”

- III. **Values-**
Inherent to the Mission Statement is the responsibility for each of our employees to support our mission by subscribing to the following values:
 - a. These values shall be common throughout all volunteer and career employees of VCES.
 - V- Valor: Courage and bravery; Strength of mind and spirit that enables one to encounter danger with firmness
 - C- Commitment: A promise to perform or sacrifice oneself to save another; The positive attitude of a hard worker in their performance
 - E- Excellence: We shall provide excellence in service to the citizens and visitors within Valencia County.
 - S- Setting the Standard: VCES shall set the standard in Emergency Mitigation in ways of life safety, incident stabilization, and property conservation.



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- IV. Fire Department Organizational Structure
- a. The Fire Chief, in accordance with the authority vested in him by state and local laws and regulations, herein sets forth the organizational structure and functional supervisory duties of staff personnel for efficient operation of the Fire Department. The Fire Chief shall oversee all aspects of the fire service to include, but not limited to the following;
- i. EMS Programs
 - ii. Fire and Life Safety Programs
 - iii. Fire Prevention and Education
 - iv. Budget and supplemental funding
 - v. Training for all personnel career and volunteer
 - vi. Disciplinary and Promotional decisions
 - vii. Organizational vision, structure, and leadership
 - viii. Respond to incidents within Valencia County
 - ix. Ensure Effective communication between VC fire Administration and Career staff
 - x. Ensure Effective Communication between VC fire Administration and Volunteer Districts
 - xi. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
- b. The Fire Department is structured to include an Administrative Office with associated functions and 3 major divisions.
- i. EMS
 - ii. Fire and Life Safety Management
 - iii. Administrative Services
- c. The organizational structure and lines of authority are set forth in the attached organizational chart by Division. These Divisions operate with skilled and dedicated staff that is highly motivated, innovative, and strives to implement state of the art technology.
- d. The Fire Suppression division is currently comprised of two shifts, each under the leadership and direction of a Lieutenant (hereinafter referred to as Lt) who reports directly to the Captain. VCES responds from 2 fire stations, each managed by a Company Officer to provide fire protection services to the County of Valencia. It is important to know that the County of Valencia is protected by 8 county fire districts, and 4 municipalities, all of which are volunteer and combination departments. VCES is currently housed out of 2 volunteer stations on the South and North ends of the County.



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- V. Emergency Medical Services
- a. The Emergency Medical Services Division provides the proficient delivery of emergency medical services to the citizens and visitors of Valencia County. This includes quality assurance, daily medical readiness and response, training/certifications, maintenance of current medical licenses, maintenance and disposition of all medical supplies, and inclusion of all new medical skills, as needed.
 - b. The EMS Division is under the management and direction of a Division Chief. This position is a member of the department Command Staff and reports directly to the Fire Chief. The EMS Division Chief shall oversee all EMS aspects, to include but is not limited to the following;
 - i. EMS budget
 - ii. EMS grants and supplemental funding
 - iii. EMS response in individual response districts as well as mutual and automatic aid
 - iv. Medication distribution, ordering, inventory, and restock
 - v. Public Relations in effort to provide education to aid in life preservation
 - vi. QA/QI of all EMS PCR's and or the delegation of this responsibility thereof, overseeing the performance and completion.
 - vii. Training
 - viii. Licensure maintenance
 - ix. Ensure availability of Transport units by constant communication with primary and mutual aid transport services
 - x. Communication with definitive care facilities in the event of potential threats, epidemics, MCI's, or any other issues that should arise
 - xi. Respond to incidents within Valencia County as needed or requested
 - xii. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
- VI. Fire and Life Safety Management
- a. The Fire and Life Safety Management Division focuses on providing but is not limited to the following programmatic oversight for the National Fire Incident Reporting System (NFIRS), fire investigations, hydrant flow testing, pre-fire planning, Life Safety Code inspections, and pre-construction plans review. In addition, the Division provides a Fire Prevention/Education Program for the preservation of life, safety, and property for the citizens of Valencia County. The VCES Division Chief shall oversee all aspects of Fire and Life safety aspects to include, but not limited to the following;



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- i. Public Relations in effort to provide education to aid in life safety, Incident Stabilization, Hazard mitigation, and Property Conservation
 - ii. Public Relations in effort for prevention of emergencies, related to fire, entrapment, entanglement, and IDLH atmospheres
 - iii. Life safety Code Inspections of public buildings
 - iv. Fire suppression, technical rescue, hazard mitigation
 - v. Fire Investigations
 - vi. Training
 - vii. Advanced mission specific training opportunities for career personnel
 - viii. Respond to incidents within Valencia County as needed or requested
 - ix. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
 - b. The Fire and Life Safety Management Division is under the management and direction of the division Chief/Fire Marshal who reports directly to the Fire Chief. In addition, Fire and Life Safety Programs are supported, implemented and maintained by the Fire Prevention and Fire Investigators, which are comprised of Administrative and shift personnel. In effort to provide Fire investigations and Life safety code inspections as needed, VCES will train with, assist, and receive assistance from the Fire and Life safety Management Divisions from surrounding municipalities within Valencia County.
- VII. Administrative Services
- a. Fire Administration provides overall management of the Department. Staff members provide administrative and clerical support to other Divisions, assist with the development of annual budgets, and provide financial management and support. This Division manages the facilities, property, and equipment assigned to the Department and is also responsible for the management of personnel and related functions. This Division also provides for environmental safety and health issues for the prevention of accidents, injuries, illnesses and fatalities.
 - b. Under the direction of the Fire Chief, this division provides services related to contract support, human resources, finances, purchasing, asset management, communications and both internal and customer service. The Administrative Assistant is a member of the Command Staff and reports directly to the Fire Chief.
 - c. It is important to note that due to the size and structure VCES not only oversees administrative duties, fire prevention and life safety, and EMS, but also oversees other fields of service such as safety, training, and operations. We as VCES rely on volunteer staff as well as paid staff to ensure all fields are supported, evaluated frequently, and



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

changed to meet the highest standards to ensure quality service, highly trained personnel, and most importantly the safety of our personnel.

- d. Valencia County Fire Administration will ensure all new applicants for career and volunteer receive background checks and Urine Analysis prior to employment, with urine analysis at random thereafter. Upon successful completion of background and UA, Valencia County Fire Administration will ensure all employees are equipped with an ID badge to show affiliation with VCES. These badges are to be worn in a conspicuous place on the individual's uniform while rendering emergency services.
- e. All employees shall undergo SCBA fit testing for respiratory protection per OSHA Respirator Standard (1910.134), effective 1998, requires fit testing of all respirators including those with positive pressure. In addition, NFPA 1500, Fire Department Occupational Health and Safety, and NFPA 1404, Fire Department SCBA Program, state that respirators should be fit tested. Both NFPA and OSHA state that fit testing shall be done annually. VCES career and PRN employees shall undergo fit testing for both types of Open circuit SCBAs within Valencia County to include SCOTT and SURVIVAIR annually. VCES employees will also fit test annually for N95 respiratory protection per OSHA Respirator Standard (1910.134) annually. All fit testing for respiratory protection documentation shall be stored in each employee's personnel file at their respective district if applicable, and at VC fire Administration.

VIII. VCES Captain Duties

- a. VCES Captain shall directly manage career staff, in relation to organizational operations to include but not limited to the following;
 - i. Daily operations and response
 - ii. Ensuring adequate response for emergencies within Valencia County, to include mutual and automatic aid response.
 - iii. Ensure all career staff provide quality and professional service
 - iv. Respond to incidents within Valencia County as needed or requested
 - v. Develop and review SOP/SOG and directives
 - vi. Assist with QA/QI of PCRs
 - vii. Assist with individual ISO requirements and QA/QI of documentation of VC Volunteer Fire Departments
 - viii. Assist with Fire and Life Safety Inspections
 - ix. Assist with Fire Investigations
 - x. Ensure effective communication between VC Fire Administration and Career Staff
 - xi. Q/A and file all paperwork for each month



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- xii. Conduct and coordinate training opportunities for volunteer and career staff
- xiii. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
- xiv. Issuing, Repairing, and Replacing PPE and uniforms

IX. VCES Lieutenant Duties

- a. VCES Lieutenant shall directly supervise career staff, in relations to organizational operations to include but not limited to the following;
 - i. Performs all duties and activities listed under the Firefighter / EMT job description
 - ii. Plans, Coordinates, supervises and evaluates fire and ems operations.
 - iii. Develops policy and procedure for fire and ems personnel in order to implement directives from the County Fire Chief, or the Count Administration and/or Board of County Commissioners.
 - iv. Responsible for day to day shift operations.
 - v. Assumes the responsibility for the shift and is responsible for decision making to his/her ability and authority (This is essential in the event that superior line officers are unavailable.)
 - vi. Organize and supervise daily routine work at the fire house and ensure productivity.
 - vii. Develop guidelines to how their shift will operate.
 - viii. The Fire Lieutenant has the authority to conduct and carry out disciplinary action per the parameters of Valencia County personnel policy.
 - ix. Responsible for ensuring that all staff is up to date with training and capable of performing their duties.
 - x. Plans and implements Fire and EMS programs in order to better carry out policies and goals.
 - xi. Responsible for organizing, preparing, and submitting orders needed for the field.
 - xii. Responds to alarms and acts as the Incident Commander until relieved of command by a superior officer
 - xiii. Properly report any accidents, injuries, and exposures to the Fire Captain
 - xiv. Must acquire and retain a thorough knowledge of Valencia County including streets, buildings, water supply etc.
 - xv. Coordinates training events within the department, other department/agencies, or the public.
 - xvi. May be assigned to act as the training or safety officer by the Fire Chief or designee.
 - xvii. Enforces fire safety and prevention ordinances such as open burning, or fireworks.



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- xxiii. Conducts departmental in-service training activities for career members.
- xxix. Maintains departmental discipline, conduct, and general behavior of assigned personnel in accordance with Valencia County Emergency Services and Valencia County Personnel Policy.
- xx. Develops goals for their shift and keeps a running report on progression of those goals.
- xxi. Submits a weekly shift report of activities and tasks completed.
- xxii. May be assigned as a field training officer, to train and develop new personnel.
- xxiii. Performs administrative duties as needed.
- xxiv. Attend Training, conferences, and meetings to keep abreast of current trends in the field
- xxv. Prepares and compiles data and information regarding budget requests and submits them to the Fire Admin office.
- xxvi. Performs tasks to assist in the FMO office (Pre-plans, Inspections, Investigations, etc.)

X. VCES Firefighter/EMT

- a. A Firefighter/EMT shall be involved in organizational operations to include but not limited to the following;
 - i. Ensure readiness for daily operations
 - ii. Inspect, and evaluate and maintain all equipment on apparatus for readiness
 - iii. Prepare and document all inspections for each shift
 - iv. Respond to emergencies within Valencia County, mutual, and automatic aid to surrounding municipalities and counties
 - v. Create and complete PCRs and Fire reports
 - vi. Conduct pre incident planning
 - vii. Conduct hydrant flow testing, maintenance, marking, and cleaning
 - viii. Attend trainings and obtain Certifications related to the fire service

XI. District Chief

- a. The District Chief shall make all interdepartmental decisions for the individual department reference to operational organization, response, purchasing, etc.
- b. A District Chief shall oversee all aspects of the fire service pertinent to their respective district to include, but not limited to the following;
 - i. EMS Programs
 - ii. Fire and Life Safety Programs
 - iii. Fire Prevention and Education
 - iv. Budget and supplemental funding



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- v. Training for volunteer staff
 - vi. Disciplinary and Promotional decisions
 - vii. Organizational vision, structure, and leadership
 - viii. Ensure Effective Communication between VC fire Administration and Volunteer Districts
 - ix. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
- XII. Assistant District Chief
- a. The Assistant Chief shall be able to make interdepartmental decisions in the absence of the district Chief. The Assistant Chief shall oversee all aspects of EMS and Fire and Life safety to include, but not limited to the following;
 - i. EMS budget
 - ii. EMS grants and supplemental funding
 - iii. EMS response in individual response districts as well as mutual and automatic aid
 - iv. Public Relations in effort to provide education to aid in life preservation
 - v. QA/QI of all EMS PCRs
 - vi. Training
 - vii. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
 - viii. Public Relations in effort to provide education to aid in life safety, Incident Stabilization, Hazard mitigation, and Property Conservation
 - ix. Public Relations in effort for prevention of emergencies, related to fire, entrapment, entanglement, and IDLH atmospheres
 - x. Fire suppression, technical rescue, hazard mitigation
 - xi. Advanced mission specific training opportunities for volunteer personnel
- XIII. District Captain
- a. A District Captain shall directly manage volunteer staff, in relation to organizational operations to include but not limited to the following;
 - i. Daily operations and response
 - ii. Ensuring adequate response for emergencies within Valencia County, to include mutual and automatic aid response.
 - iii. Ensure all volunteer staff provide quality and professional service
 - iv. Develop and review SOP/SOG and directives
 - v. Assist with QA/QI of PCRs



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- vi. Conduct and coordinate training opportunities for volunteer staff
- vii. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
- viii. Issuing, Repairing, and Replacing PPE and uniforms

XIV. District Lieutenant Duties

- a. A District Lieutenant shall directly supervise volunteer staff, in relations to organizational operations to include but not limited to the following;
 - i. Daily operations
 - ii. Ensuring adequate response for emergencies within Valencia County, to include mutual and automatic aid response.
 - iii. Ensure all volunteer staff provide quality and professional service
 - iv. Assist with QA/QI of PCRs
 - v. Ensure effective communication between volunteer staff and District leadership
 - vi. Conduct Pre incident planning
 - vii. Coordinate and Conduct hydrant flow testing, maintenance, marking, and cleaning
 - viii. Ensure All PCRs, fire reports, and paperwork are filled out correctly and complete
 - ix. Upholding morale and ensuring effectiveness of the career staff by innovation and motivation
 - x. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
 - xi. Inventory of all hydrant maintenance, pre incident plans, apparatus equipment, and PPE

XV. District Sergeant Duties

- a. A District Sergeant shall directly supervise volunteer staff in divisions, in relations to organizational operations to include but not limited to the following;
 - i. Daily operations
 - ii. Ensuring adequate response for emergencies within Valencia County, to include mutual and automatic aid response.
 - iii. Ensure all volunteer staff provide quality and professional service
 - iv. Assist with QA/QI of PCRs
 - v. Ensure effective communication between volunteer staff and District leadership
 - vi. Conduct Pre incident planning



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

- vii. Coordinate and Conduct hydrant flow testing, maintenance, marking, and cleaning
 - viii. Ensure All PCRs, fire reports, and paperwork are filled out correctly and complete
 - ix. Upholding morale and ensuring effectiveness of the career staff by innovation and motivation
 - x. Ensuring and Enforcing a safe work environment at all times for volunteer and career staff
 - xi. Inventory of all hydrant maintenance, pre incident plans, PPE, apparatus equipment, and PPE
- XVI. District Firefighter/EMT
- a. A Firefighter/EMT shall be involved in organizational operations to include but not limited to the following;
 - i. Ensure readiness for daily operations
 - ii. Inspect, and evaluate and maintain all equipment on apparatus for readiness
 - iii. Prepare and document all inspections for each shift
 - iv. Respond to emergencies within Valencia County, mutual, and automatic aid to surrounding municipalities and counties
 - v. Create and complete PCRs and Fire reports
 - vi. Conduct pre incident planning
 - vii. Conduct hydrant flow testing, maintenance, marking, and cleaning
 - viii. Attend trainings and obtain Certifications related to the fire service



Effective Date: 07/01/2014

Revised Date:

ORGANIZATIONAL STRUCTURE AND MISSION

_____/_____/_____
Signature of approval

Printed name