

	Section 900 – Administration/Organization		Procedure & Instruction	
	<h1>Organization</h1>		Number	900-2
			Version	2.2
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			Page	1 of 8
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Purpose

To provide members with a description and understanding of the formal organizational structure of the fire department;

To provide members with an understanding of the various relationships and functions of the fire department's subdivisions; and

To guide the transition to a unified Operations Division.

Policy

The existence and organizational structure of the fire department is to facilitate the fulfillment of its formal mission.

The formal mission of the fire department is to safeguard our community by protecting life, property and the environment through the delivery of its core services.

The fire department's core services are responding to emergencies and engaging in fire and injury prevention.

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Procedure & Instruction

1.0 Organizational Principles

- 1.1 *Span of Control:* The department is organized such that the span of control for each officer is generally between three and seven immediate subordinates (staff functions excluded).
- 1.2 *Division of Work and Functional Specialization:* The department is organized into two main sections and subordinate functional divisions to allow for specialization and oversight.
 - 1.2.1 The Administration Section is responsible for carrying out all of the administrative functions necessary for the effective and efficient operation of the department..
 - 1.2.2 The Operations Section is responsible for delivery of services to the public in fulfilling the department's mission.
 - 1.2.3 Each Section is divided into functional or geographical areas to carry out programs and deliver services.
- 1.3 *Chain of Command:* All orders, directives, communiqués, and personnel actions will be managed through or in concert with the chain of command.
 - 1.3.1 No member may bypass his or her superior without the foreknowledge of the superior, except in instances involving discrimination, harassment, or the probability of retribution.
- 1.4 *Unity of Command:* Each member in a chain of command is ultimately responsible to only one superior.
 - 1.4.1 Where multiple lines of authority exist or overlap, conflict of authority must be avoided. All directives from outside of the chain of command must be directed through the superior, except where expediency warrants otherwise. In the latter case, the superior must be notified as soon as possible.
- 1.5 *Lines of Authority and Rank:* All members are subject to the immediate control and authority of all superior officers, within or outside of the chain of command.
 - 1.5.1 All officers of each rank are equal in authority.
 - a) Both Deputy Chiefs are equal in authority.
 - b) Assistant Chiefs (Operations Section) and Division Chiefs (Administration Section) are equal in authority.
 - c) The Battalion Chiefs, Chief Medical Officers, and Chief Safety Officers are equal in authority.
 - 1.5.2 Captains are subject to the control and authority of the Senior Captain with respect to all of the activities unique to a particular fire station, special station assignment (air resources, sewing, etc.) and response area.
 - 1.5.3 All members participating in training drills or classes are subject to the immediate control and authority of the instructor(s), regardless of rank.
 - 1.5.4 All members assigned to temporary duty assignments are subject to the immediate control and authority of the assigned supervisor.

1.5.5 EMS providers are subject to medical control in accordance with PPI 905-7 Medical Control with respect to all patient care activities.

1.6 Line and Staff

1.6.1 The Fire Chief's Executive Staff consists of the Fire Chief and both Deputy Chiefs (Chief Administrator and Operations Chief).

1.6.2 The Fire Chief's Senior Staff consists of the Division Chiefs (Administration Section) and Assistant Chiefs (Operations Section).

1.6.3 The Command Staff consists of Battalion Chiefs, Chief Medical Officers, and Chief Safety Officers.

1.6.4 Line personnel include all those assigned to the Operations Division.

1.7 Succession

1.7.1 Any member appointed to an acting position carries all of the responsibility and authority of the position being filled.

1.7.2 Any officer may vest his or her authority and responsibility to an immediate subordinate in a temporary or limited way to accommodate special projects or activities.

2.0 Organizational Structure

2.1 The Fire Chief is the head of the fire department. All employees of the fire department are subordinate to the Fire Chief.

2.2 *Sections:* The department is composed of two sections, each under the command of a Deputy Chief. Each Deputy Chief is responsible for the management of programs and supervision of personnel within the division.

2.2.1 The Administration Section consists of six Divisions: Service Area Liaison, Finance, Public Affairs, Vehicle Maintenance, and Plans & Development.

2.2.2 The Operations Section consists of three functional divisions and three geographical divisions (districts).

a) Each District is divided into battalions, each under the command and supervision of a Battalion Chief.

b) District personnel are divided into a three-platoon work shift system.

3.0 Fire Chief

3.1 The Fire Chief is responsible to the Mayor, through the Municipal Manager, for the proper administration, expenditures of funds, efficient operation, and all functions involved in the fulfilling of the fire department's mission within the Municipality of Anchorage.

3.1.1 The delivery of fire and emergency medical services in the Chugiak Fire Service Area is provided by contract with Chugiak Volunteer Fire and Rescue (CVFRD). The CVFRD is subject to the control and authority of the Fire Chief.

3.1.2 The delivery of fire and emergency medical services in the Girdwood Fire Service Area is provided by contract with Girdwood Volunteer Fire and Rescue, Inc. (GFD). The GFD is subject to the control and authority of the Fire Chief.

3.1.3 The Southfork Auxiliary Fire Department (SFD) is organized for the delivery of fire protection services in the community of Southfork (Eagle River). The SFD is subject to the control and authority of the Fire Chief.

3.1.4 The Medical Director functions in an advisory capacity to the Fire Chief.

4.0 Emergency Medical Services

4.1 One of the District Chiefs (Operations Section) will be designated the Chief of EMS. The Chief of EMS has overall responsibility for coordinating components of the emergency services delivery system, including Narcotics Control, Regulatory Compliance, and System Design. The Chief of EMS works closely with the Medical Director and Division Chiefs in the performance of his or her duties.

5.0 Companies

5.1 All personnel assigned to a company are under the command of the Company Officer. MICU personnel report to the Company Officer. In multiple company stations, the MICU is associated with the engine company in its MICP rotation (M1 – E1). The MICP on an MICU is the decision-making authority over the EMT. Tender engineers, brush crews, and BLS crews report to the engine company officer at their assigned stations.

5.2 At multiple-company stations, each company officer is responsible for the conduct of his or her crew members, but the senior captain on shift at multi-company stations is responsible for coordinating the common activities of each of the crews on his shift.

6.0 Operations

6.1 All field operations will be conducted according to the principles of the incident management system.

6.1.1 The Incident Commander is the ultimate authority and is responsible for all on-scene activities.

a) All communications between on-scene units and Dispatch shall be through the incident commander, his or her designee, or the Staging Area Manager.

6.1.2 The first officer to arrive on scene will be the incident commander until command is transferred to another officer.

a) Personnel that arrive prior to the first officer have responsibility and authority for the management of the incident, up to and including Incident Command.

6.1.3 Prior to arrival the highest ranking officer is in charge of the response, subject to the following qualifications:

a) The first-due company or MICU may order or cancel resources prior to arrival.

b) A Battalion Chief is in charge of the response when a Chief Medical and/or Safety Officer are also responding.

6.1.4 On calls that are being conducted without a formal command established the highest ranking officer is the officer in charge.

a) The officer in charge is expected to honor and support the MICP's needs associated with the delivery of patient care.

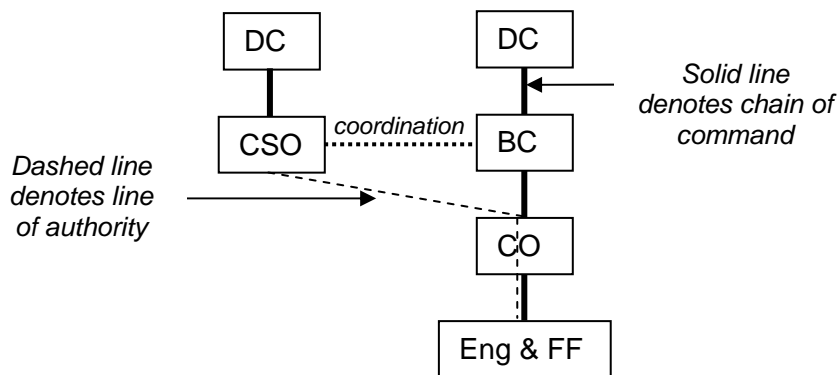
7.0 Chief Medical and Safety Officers

- 7.1 The Chief Safety Officers manage safety programs under the direction of the Assistant Chief of Training / Health and Safety Officer and work with line personnel with respect to safety matters.
 - 7.1.1 The Chief Safety Officers have the duty and authority commensurate with their rank to intervene and correct any activity that affects safety.
- 7.2 The Chief Medical Officers manage an EMS quality control program under the direction of the Assistant Chief of Training and work with line personnel with respect to medical services.
 - 7.2.1 The Chief Medical Officers have the duty and authority commensurate with their rank to intervene and correct any activity that affects patient care.
- 7.3 The Company Officer is responsible for ensuring that personnel evaluations for crew members are completed.
 - 7.3.1 The Chief Medical Officers will contribute to the medical component for paramedics and EMTs of all ranks.
 - 7.3.2 Senior Captains will contribute to the evaluations of captains.
 - 7.3.3 Officers in other specialty areas such as water rescue will contribute to team members' evaluations.
- 7.4 Disciplinary action will be administered through the Operations chain of command and delivered by the employee's supervisor. Chief Safety and Medical Officers will report disciplinary matters to the employee's battalion chief.
 - 7.4.1 Disciplinary action involving matters of patient care may be initiated by the Chief Medical or Safety Officer and delivered in concert with the employee's supervisor.

8.0 Instruction

- 8.1 Division Chiefs (Administration Section) and Assistant Chiefs (Operations Section) are equal in rank. District Chiefs are Assistant Chiefs assigned to oversee emergency operations in a geographical area.
- 8.2 Understanding the difference between *lines of authority* and *chain of command*.
 - 8.2.1 The chain of command is the formal relationship between personnel at different levels within a division. Each vertical relationship within a chain of command is supervisor—employee in nature.
 - 8.2.2 There are lines of authority other than the chain of command. For example, the Senior Captain at a station has authority to direct the activities of the Company Officers on all three shifts with respect to station-specific activities. The Senior Captain has rank over the other Company Officers, but does not supervise them.
 - 8.2.3 Similarly, the Chief Medical and Safety Officers do not control the day-to-day activities of employees but they can intervene and correct behaviors, the same as any officer of superior rank. In another example, a technical rescue team leader has some authority over the shift leaders for certain activities even though he or she may be of a lesser rank. In the incident command system, a firefighter could be in charge of a division and have authority over higher ranking personnel.

Organization



- 8.3 Any matter that involves the exercise of authority over a member in another chain of command must go through or be accomplished jointly with the employee's supervisor.
- 8.3.1 Examples
- 8.3.2 Situation: MICU backs into a post.
Response: MICP has authority over the EMT and is responsible for the unit. Both may be subject to disciplinary action by the company officer.
- 8.3.3 Situation: CMO observes EMT or Paramedic about to administer the wrong drug.
Response: CMO must immediately intervene, counsel the employee afterwards, and notify the CO.
- 8.3.4 Situation: CMO documents and reports to Medical Director an inappropriate individual practice or systemic trend in medical care.
Response: Deputy Chief of EMS and/or Medical Director issues policy adjustment or directive through EMS Division to EMS Provider(s).
- 8.3.5 Situation: CMO observes EMT not wearing gloves while taking a blood pressure.
Response: Since an imminent danger may or may not exist, CMO should exercise discretion and either intervene or counsel the member afterwards, and should notify the CO in either case.
- 8.3.6 Situation: Off duty BC walks into station and observes crew examining a firearm.
Response: BC should immediately intervene and then notify the company officer and the on-duty battalion chief.
- 8.3.7 Situation: Off duty CO walks into station and observes crew watching adult entertainment.
Response: CO should immediately notify the on-duty CO to take corrective action or else take action him/herself and notify the on-duty CO.
- 8.3.8 Situation: CSO observes crew about to enter IDLH without SCBA.
Response: CSO must immediately intervene. If the operation is affected by the intervention, the IC must be informed. The CSO must notify the members' supervisor afterwards.
- 8.3.9 Situation: Lead Mechanic observes an engineer operating an apparatus recklessly or improperly.
Response: Lead Mechanic should intervene and notify the BC and/or CO.

8.3.10 Situation: Captain disregards a directive to complete a task from the Senior Captain at his or her station on another shift.

Response: Senior Captain notifies his or her own BC for action.

8.4 Definitions:

Battalion	A set of companies within a platoon assigned to serve a specific geographical area.
Chain of Command	The formal hierarchy of rank and authority within each division of the department. Each chain of command extends upward through the Fire Chief to the Municipal Manager and Mayor.
Line of Authority	A line of authority is or may be vested in an officer or individual whose duty or job function requires that they exercise control or authority over employees that they do not formally supervise.
Company	A group of members: (1) under the direct supervision of a Company Officer; (2) trained and equipped to performed assigned tasks; (3) usually organized and identified as engine, ladder, or rescue companies; (4) operating with one piece of fire apparatus except where multiple apparatus are assigned that are dispatched and arrive together, continuously operate together, and are managed by a single Company Officer; (5) arriving at the incident scene on fire apparatus.
Directive	An instruction or command
Division	An organizational component with a defined purpose (e.g. fire prevention, training, etc.).
Line	An organizational function that provides direct services to the public.
Officer	An agent of a jurisdiction empowered with certain police powers to enter, condemn, and control.
Order	A formal directive that temporarily or permanently modifies policy.
Platoon	One or more battalions organized on a common work schedule (shift).
Section	An organizational subset of a division.
Staff	An organization function that provides services and support to line functions.

9.0 Version History

Supersedes:		
PPI		
P&I		900-2 Organization dated 03/20/01, 01/01/05
Memo		00-58 Senior Captain Chains of Command
Revisions:		
Date:	Version #	Changes
01/01/05	2.0	<ul style="list-style-type: none"> ▶ Complete revision to reflect the new contract and IAFF responsibilities
05/24/05	2.1	<ul style="list-style-type: none"> ▶ 1.2.1 – 1.2.5 Struck “general” in all lines (unnecessary) ▶ 1.2.5 Corrected to DC Support Services ▶ 1.5.5 Revised language (patient care authority) ▶ 2.2.2 Changed “support for” to “oversight of” ▶ 6.1 - 6.2 Separated CMO and CSO definitions for clarity ▶ 6.1.1 & 6.2.1 struck “imminently” (re affects pt care or safety) ▶ 6.3 renumbered from old 6.2.1, added “line of authority” ▶ 6.4.1 New language ▶ 6.6.1 New language ▶ 7.2.4 New language ▶ 7.2.5 rewritten for clarity ▶ 7.3 Added “Line of Authority” definition
04/16/07	2.2	<i>Version History pending [jsm]</i>