



GENERAL ORDER

GENERAL ORDER 100.02

Organizational Relationships

ADMINISTRATIVE SERVICES BUREAU

Issue Date: June 22, 1999
Revision Date: December 23, 2019

1 APPLICABILITY

2 All personnel.

3 POLICY

4 The organizational structure of Howard County Department of Fire and Rescue Services (Department) is
5 critical to the Department's ability to successfully achieve strategic goals and objectives. This structure
6 has been created to ensure an enhanced focus on data, planning and analysis, to facilitate
7 communication and collaboration, and to maximize organizational efficiencies. This policy shall be kept
8 current and updated, so it accurately defines the organizational structure and the functional relationships
9 within that structure that will enable the Department's continued progress and accomplishments.

10 DEFINITIONS

- 11 • None

12 PROCEDURES

13 GENERAL:

- 14 • The Department operates as a combination system with emergency services provided through a
15 partnership of career and volunteer personnel.
- 16 • Formal intra-departmental relationships are depicted in the organizational chart. Informal
17 working relationships are established as appropriate, with an emphasis on teamwork,
18 collaboration, and communication wherever and whenever it is advantageous.
- 19 • Citizens, visitors, and workers in Howard County are the Department's primary external customers
20 and one of the key focuses of the organization. This structure is intended to ensure consistent
21 delivery of outstanding programs and services that help maintain a safe environment and provide
22 a high quality of life for those living, working, or visiting the County.
- 23 • The Department's relationship with its external customer is maintained throughout the
24 organization by the provision of direct emergency and non-emergency response services, public
25 education programs and events, community outreach, risk reduction initiatives, and public
26 information services; all provided in a courteous, competent, and efficient manner.

- 27 • All personnel have an individual responsibility to provide administrative and operational support
28 to the Department's first responders, as they are the first point of contact with the external
29 customer and primary service providers.
- 30 • All Department members (uniformed career, civilian, volunteer) are valued for their contributions
31 toward the mission of the Department. They are the Department's primary internal customers
32 and another key focus of the organization. The Department strives to provide a safe, respectful
33 work environment that provides equality of opportunity and inclusivity for every member.
- 34 • The Department will take positive steps to ensure human dignity by avoiding any remaining
35 vestiges of discrimination or unequal treatment including, but not limited to: a basis on race,
36 color, spirituality, gender, age, national origin, ancestry, socio-economic backgrounds, sexual
37 orientation, gender expression, gender identity, ethnicity, marital status or any legally protected
38 characteristic. To allow such discrimination or unequal treatment, whether active or passive,
39 weakens our abilities to respond to the community.
- 40 • Lines of authority and/or scope of responsibility do not preclude any employee, member, or group
41 from having amicable interaction with each other.
- 42 • Positive interaction, open communication, and cooperation are required among the Department's
43 personnel; as well as with internal partners and external stakeholders.

44
45 **COUNTY CHARTER:**

- 46 • Howard County exists under a charter form of government with an elected County Executive and
47 a County Council with five elected members representing five districts respectively.
- 48 • The executive power of the County is vested in the County Executive who is the Chief Executive
49 Officer (CEO) of the County and the official head of County government.
- 50 • The County Charter and County Code establish clear duties and responsibilities for the
51 Department. The Department of Fire and Rescue Services shall be responsible for the
52 administration of the affairs of the County in:
 - 53 ○ Fire suppression and prevention
 - 54 ○ Fire training
 - 55 ○ Arson investigation
 - 56 ○ Rescue services
 - 57 ○ Emergency medical services
 - 58 ○ Community risk reduction
 - 59 ○ Fire and safety public education
 - 60 ○ Plans review for fire safety
 - 61 ○ Fire Code development and enforcement
 - 62 ○ Hazardous materials mitigation
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- 64 • The Department performs other functions as prescribed by directive of the County Executive or
65 other law.
- 66 • The County Executive appoints the Director of Fire and Rescue Services ("Fire Chief"), who may
67 also be known as the Fire Administrator. The County Executive, through the Chief Administrative
68 Officer, serves as the direct supervisor of the Fire Chief.
- 69 • At the direction of the County Executive or by resolution of the County Council, the Fire and
70 Rescue Services Board may review and make recommendations on any matter related to fire or
71 rescue services.

74 **DEPARTMENT DIRECTOR (FIRE CHIEF):**

- 75 • The Fire Chief serves as the *Chief Executive Officer of the Department* and is responsible for the
76 administration of the affairs of the County in:
 - 77 ○ Emergency Medical Services (EMS)
 - 78 ○ Fire Suppression and Prevention
 - 79 ○ Fire Training
 - 80 ○ Arson Investigation
 - 81 ○ Rescue Services
 - 82 ○ Emergency Management
- 83
- 84 • The Fire Chief interacts with all groups, employees, members, and personnel in the organization
85 through an established chain of command and/or on an individual basis.
- 86 • The Fire Chief serves as the Department’s primary liaison to the County Council and other elected
87 or appointed officials in the County.
- 88 • The Fire Chief is responsible for organizational goal and priority setting.
- 89 • The Fire Chief designates the Department’s Deputy Chiefs by appointment with concurrence of
90 the County Executive. Each Deputy Chief has oversight of a prescribed area of the Department;
91 however other areas are secondary responsibilities of each Deputy Chief. This provides continuity
92 of operations (COOP) in the event a Deputy Chief is not readily available.

93

94 **CORE FUNCTIONAL AREAS OF THE ORGANIZATION:**

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- 96 • *Office of the Fire Chief*
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 - 98 ○ The Office of the Fire Chief is comprised of personnel responsible for developing
99 initiatives, providing oversight of daily activities, and completing projects as directed by
100 the Fire Chief. The Deputy Chiefs oversee specific areas of the Department, but work
101 cooperatively across all facets of the Department. Each Deputy Chief reports directly to
102 the Fire Chief. The Fire Chief and the Deputy Chiefs maintain effective communication
103 regarding Department business.
 - 104
 - 105 ○ *Office of the Fire Chaplain:* Offers emotional and spiritual guidance and other support to
106 DFRS personnel, and civilians requesting such services.
- 107
- 108 • *Department Commands:*
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 - 110 ○ *Planning Command:* Managed by a Deputy Chief designated as the Plans Deputy Chief. Ensures
111 the efficient and effective function of Departmental planning, including data analysis, process
112 improvement, strategic relationships, and budgetary projections for operational and capital
113 initiatives. Provides oversight of assigned bureaus (see Attachment A). Functions as Acting Fire
114 Chief as assigned in the absence of the Fire Chief.
 - 115
 - 116 ○ *Finance/Administration Command:* Managed by a Deputy Chief designated as the Admin
117 Deputy Chief. Ensures the efficient and effective function of Departmental finance and
118 administration, including policy and order alignment, consistent and equity driven human
119 resource systems, payroll, and budget. Provides oversight of assigned bureaus (See Attachment

120 A). Functions as Acting Fire Chief as assigned in the absence of the Fire Chief.
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- 122 ○ *Operations Command*: Managed by a Deputy Chief designated as the Operations Deputy Chief.
123 Ensures the efficient and effective provision of field emergency and non-emergency operations,
124 including fire, rescue, EMS, and all-hazards services. Provides oversight of assigned bureaus
125 (See Attachment A). Functions as Acting Fire Chief as assigned in the absence of the Fire Chief.
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- 127 ○ *Logistics Command*: Managed by a Deputy Chief designated as the Logistics Deputy Chief.
128 Ensures the efficient and effective function of Departmental logistical support, including ground
129 support, facilities, and apparatus. Provides oversight of assigned bureaus (See Attachment A).
130 Functions as Acting Fire Chief as assigned in the absence of the Fire Chief.
131
- 132 ○ *County Emergency Manager*: A title and function assigned to one of the Deputy Chiefs (see
133 Attachment A) who shall be responsible to oversee the management of the Office of Emergency
134 Management and the various County emergency management processes.
135

- 136 ● *Department Bureaus*:

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 - 138 ○ *Administrative Services Bureau (ASB)*: Responsible for administrative policies, human
139 resource coordination, grants, budget development, payroll, timekeeping, family, hardship
140 issues, procurement, and corporate volunteer administrative processes.
141
 - 142 ○ *Bureau of Logistics (LOGs)*: Responsible for the coordination of Department fleet
143 rightsizing and maintenance, fire station and facilities maintenance coordination,
144 Department capital budget projects, supply of uniforms, and personal protective
145 equipment.
146
 - 147 ○ *Bureau of Safety, Health, and Wellness (BOSH)*: Administers physical and emotional health
148 programs. Additionally, develops safety, health, wellness programs and related policies.
149 Creates and/or facilitates prevention and educational programs.
150
 - 151 ○ *Bureau of Technology Services (BOTS)*: Manages systems related to the Howard County
152 Police Department 911 Communications Center, information technology, and other
153 technology-based systems. Additionally, manages technology-based physical inventories,
154 associated programs, policies, as well as performance standards.
155
 - 156 ○ *Community Outreach and Media Affairs (COMA)*: Manages public contact in terms of
157 public information requests and dissemination, Freedom of Information Act requests,
158 community outreach and engagement, and social media. Coordinates with the County
159 Public Information Office. Provides the on-scene Public Information Officer function.
160 Develops and delivers comprehensive community risk reduction and outreach initiatives.
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 - 162 ○ *Education and Training Bureau (E&T)*: Responsible for developing and administering
163 education and training programs, compliance programs, officer development programs,
164 and maintenance of training records.
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- *Emergency Services Bureau (ESB)*: Delivers safety-focused emergency services as well as develops, implements, and maintains emergency service policies and best practices.
 - *Howard County Volunteer Fire Corporations*. Each of the six volunteer corporations has an elected or appointed Volunteer Fire Chief, volunteer operational officers, and volunteer members who are operationally authorized by the Fire Chief. The Volunteer Fire Chief and volunteer officers are responsible for the activities of applicable Corporation and are integrated into the Department's emergency services operational chain of command. Each volunteer corporation has an elected or appointed president and board of directors who manage the corporate affairs of their respective corporation.
 - *Corporate Volunteer Liaison*: An assigned function to a Deputy Chief (see Attachment A), this function provides a single point of contact for coordination and collaboration between the Department and the corporate volunteer departments, and serves to effectively bring together the appropriate parties as may be required to ensure effective operational and administrative processes.
 - *Office of Emergency Management (OEM)*: In conjunction with the designated county Emergency Manager (Deputy Chief), this office is responsible for ensuring the Emergency Operations Center is in a constant ready-state, and preparing and maintaining an Emergency Operations Plan and other programs in accordance with County, state, and federal laws and directives.
 - *Office of the Fire Marshal (OFM)*: Develops and administers the Fire Prevention Code and enforcement programs, risk reduction, community outreach and media affairs initiatives, as well as fire cause and origin determination.
 - *Office of the Medical Director (OMD)*: Provides oversight of emergency and non-emergency medical clinical practice, training, planning, policies, and programs.
 - *Alternate Contact Function*: Provides a designated point of contact within each Bureau who is available to provide information and/or assistance in the absence of the Bureau Chief or designee.

199 **COMMITTEES, TEAMS, AND WORKGROUPS:**

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- The Fire Chief may assemble standing or ad hoc committees, teams, or workgroups for accomplishing specific tasks that require cross-functional participation and/or for providing information and input. Typically, they are temporary; however, the Fire Chief may designate an ongoing, standing group as required. Examples of such groups include:
 - *Fire Chief's Career Company Officer Council* is an ad hoc group established by Special Order that meets and confers with the Office of the Fire Chief periodically. The purpose of the Officers Council is to create a space for officers to discuss interests, share ideas and perspectives, as well as provide feedback. In addition, the Council is to be committed to researching and providing possible solutions to Department-wide issues of concern. In general, the Council consists of Department personnel who hold the rank of Career Lieutenant or Career Captain.

- 213 ○ *The Operational Policy Review* Committee is an ad hoc committee formed by Special Order
214 2019.42 to review operational policies and recommend to the Fire Chief changes that
215 would improve operational effectiveness and safety. Recommendations are anticipated to
216 be made on various operational General Orders through at least mid-2020.
- 217
- 218 ○ *The Awards* Committee is an ad hoc committee formed by Special Order that consists of at
219 least a primary and secondary representative to the County Awards Committee, which also
220 coordinates Departmental employee recognition initiatives.
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- 222 ○ *The Fire Department Emergency Services Staffing Workgroup* was an ad hoc workgroup
223 formed by the Fire Chief in 2019 at the request of County Administration to assess the
224 current state of Department staffing and to make recommendations for future staffing
225 needs.
- 226

227 **INTERNAL PARTNER ORGANIZATIONS:**

- 228 ● *Howard County Professional Firefighters Association, IAFF Local 2000*
 - 229 ○ This organization represents and formally collectively bargains for non-management
230 uniformed career fire personnel. The role of Local 2000 is to represent their membership in
231 the formulation of a collective bargaining agreement as well as other issues affecting their
232 bargaining unit members.
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- 234 ● *Howard County Professional Fire Officers Association*
 - 235 ○ This organization represents the interests of personnel in the management positions at or
236 above the rank of Fire Captain up to and including the rank of Assistant Chief.
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- 238 ● *Howard County Retired Firefighters Association*
 - 239 ○ This organization represents the interests of retired career uniformed Department personnel.
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- 241 ● *Howard County Volunteer Firefighters Association (HCVFA)*
 - 242 ○ Collectively, the volunteer corporations form this association. Where legally appropriate and
243 at times, the Association may represent the corporations when working with the Department
244 or County.
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- 246 ● *Phoenix Sentinels*
 - 247 ○ This organization is an affiliate of the International Association of Black Professional
248 Firefighters and often represents interests of minority career fire and communications
249 personnel.
 - 250
- 251 ● *Saint Florian's Brigade*
 - 252 ○ This organization is the first established local affiliate of the International Association of
253 Women in the Fire and Emergency Medical Services, also known as "iWomen". The non-profit
254 organization focuses on supporting and facilitating the participation of women in the fire
255 services.
 - 256

257 **EXTERNAL STAKEHOLDERS:** Recognized as being the following, but not limited to:

- 258 ○ Civic Groups
- 259 ○ Public Safety and Other Governmental Agencies

- 260 ○ Health Care Institutions
- 261 ○ Educational Institutions
- 262 ○ Non-Profit Organizations
- 263 ○ Business Community

264 REFERENCES

- 265 ● Howard County Code
- 266 ● Howard County Charter

267 SUMMARY OF SUBSTANTIVE DOCUMENT CHANGES

- 268 ● September 2019
 - 269 ○ Restructuring of document to reflect the versatile nature of the Department.
 - 270 ○ Added section for Department Bureaus.
 - 271 ○ Added the Finance/Administration Command.
 - 272 ○ Added the Logistics Command.
 - 273 ○ Added the Planning Command.
 - 274 ○ Added Community Outreach and Media Affairs as a Department Bureau.
 - 275 ○ Removed reference to the Fire Board, which is no longer codified.
 - 276 ○ Removed the Operational Support Command.
 - 277 ○ Removed the Member Services Command.
 - 278 ○ Attachments A and B updated to reflect current structure.
- 279 ● January 2018
 - 280 ○ Added the Member Services Command.
 - 281 ○ Added the Fire Chief's Officers Council.
 - 282 ○ Realignment of some Bureau and Command responsibilities.
 - 283 ○ Changed "Firemens" to "Firefighters".
 - 284 ○ The policy and Attachment B (Organizational Chart) have been updated to reflect the
 - 285 restructure of the Department.
 - 286 ○ Attachment A (Support Bureau Position Summary) has been updated to reflect current
 - 287 forty-hour personnel assignments.
- 288 ● January 2017
 - 289 ○ Added Attachment A to outline the support bureau positions and scope.
 - 290 ○ Revised the core functions of the Office of the Fire Chief, including the clarification of the
 - 291 roles of the four deputy chiefs.
 - 292 ○ Removed the planning and analysis function from the Office of the Fire Chief and moved to
 - 293 the Bureau of Technology Services.
 - 294 ○ Added in the Office of the Fire Chaplain and the Saint Florian's Brigade. Removed the
 - 295 Women's Issues Committee.
 - 296 ○ Added in the Alternate Contact Function.

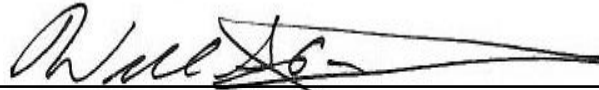
297 FORMS/ATTACHMENTS

- 298 ● Attachment A: Support Bureau Position Summary, **available on the Intranet at:**
- 299 [https://fireweb.howardcountymd.gov/HCFRNet/CommTech/Orders/Documents/100.02%20Attac](https://fireweb.howardcountymd.gov/HCFRNet/CommTech/Orders/Documents/100.02%20Attachment%20A%20Support%20Bureau%20Position%20Summary.pdf)
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- Attachment B: Organizational Chart, **available on the intranet at:**
<https://fireweb.howardcountymd.gov/HCFRNet/CommTech/Orders/Documents/DFRS%20Org%20Chart%2009142020.pdf>

APPROVED



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