



General Order

Department of Fire & EMS

G.O. 10-4-2025

Subject: Regional Supervision for Career Lieutenants

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Division of Labor - Lieutenants

As our department continues to grow, and with the addition of the EMS Chase Car Lieutenants, balancing the workload across all on-duty operational officers is crucial.

By redistributing these duties, Lieutenants will not only assist the Battalion Chief but will also gain valuable experience, enhance their skill sets, and develop as well-rounded leaders. This redistribution will increase the department's capacity, promote growth, and contribute to improved operations.

Regional Coverage:

- **Lieutenant 1** Mt Airy
- **Lieutenant 3** Westminster, Pleasant Valley, and Reese
- **Lieutenant 12** Sykesville and Gamber
- **Lieutenant EMS 101** Manchester, Lineboro and Hampstead
- **EMS 102** Taneytown and Union Bridge
- **EMS 103** Winfield and New Windsor

Objective:

The goal is to reduce the Battalion Chiefs administrative load by assigning several key administrative functions to the on-duty Lieutenants, particularly those overseeing stations without a career supervisor. This shift will allow each Lieutenant to focus on specific functions within their assigned stations, ensuring better management of resources, personnel, and day-to-day operations.

Role Clarification:

While the chain of command isn't always as clear-cut as everyone would like it to be in a system such as ours, it is important to define the roles of both career Lieutenants and Volunteer Chiefs. The Station

Volunteer Chiefs will continue to lead and oversee station-level operations, managing daily expectations and making operational decisions for their stations. However, the career Lieutenants will assume responsibility for personnel related administrative tasks. Both parties will need to collaborate closely, and in cases of ambiguity, clear communication is essential to ensure alignment and effectiveness.

Career Lieutenants are the first step in the Chain of Command for:

1. **Leave Issues:** All leave requests will be reported to and handled by Lieutenants.
2. **Time Cards:** Lieutenants will oversee the completion and accuracy of timecards for their assigned personnel.
3. **Vehicle Issues:** Any concerns, maintenance requests, or damage reports related to DFEMS owned vehicles will be directed to the Lieutenant for resolution along with the proper notification to the appropriate volunteer station officer. Volunteer owned apparatus repair notifications shall be directed to the appropriate volunteer station officer with the exception of accident/damage reports where the volunteer company officer will be notified, and the report will be sent to the DFEMS direct supervisor.
4. **Annual Evaluations:** Lieutenants will ensure that performance evaluations are completed in a timely and efficient manner.
5. **Training Compliance:** Lieutenants will monitor the status of required training and certifications, ensuring personnel compliance with all training requirements.
6. **Rookie Book Completion:** They will oversee the progress of rookie book completion and ensure it remains on track.
7. **Low-Level Issue Reporting:** Lieutenants will address and document minor operational or staffing issues, including equipment malfunctions or interpersonal concerns.
8. **Personnel Issues:** For low-level personnel issues, such as performance or interpersonal conflicts, Lieutenants will be the first point of contact for reporting and resolution.
9. **Coaching and Mentoring:** Lieutenants will be responsible for providing guidance and mentorship to on-duty personnel, fostering professional growth and skill development.

It is important to clarify that this policy is not intended to have the DFEMS Lieutenant manage daily operations in a workplace where they are not physically assigned. The Volunteer Chief Officers will continue to oversee the daily operations and expectations at their stations. Volunteer Chief Officers are encouraged to collaborate with the designated DFEMS Officer to address any ongoing compliance issues, such as incomplete tasks (e.g., housework, preventative maintenance, etc.).

Description of Duties:

Career Lieutenants will serve as the first point of contact for all administrative functions outlined above. Their role is not to directly supervise personnel since they will not be physically present at the station but rather to manage the flow of administrative tasks, ensuring they are documented, communicated, and tracked appropriately. This system allows for better oversight, effective task management, and a clear point of accountability.

Expectations for FADOs at Stations without a direct in station supervisor:

In stations where no Lieutenant is assigned, FADOs will take on the following responsibilities:

1. **Print and Review Daily Briefing:** FADOs will print the daily briefing, review it with station personnel, and ensure that everyone is aligned on tasks and expectations for the day.
2. **Coordinate Daily Activities:** FADOs will coordinate daily tasks to ensure smooth operations at the station.
3. **Ensure Completion of Reports/Tasks:** All reports and tasks assigned to station personnel must be tracked, completed, and submitted in a timely manner.
4. **Report Issues Up the Chain of Command:** Any concerns, whether operational or personnel-related, will be communicated promptly through the chain of command to ensure quick resolution.

By redistributing these administrative responsibilities to Career Lieutenants, we aim to improve departmental efficiency, employee development, and overall operational effectiveness. This division of labor will ensure that the Battalion Chiefs workload is more manageable, allowing for more focused and effective leadership across all areas of the department. Ultimately, this approach will help the department remain fluid, responsive, and capable of providing high-quality service to the community.

