

Hamel Fire Department
Loretto Fire Department

Consolidated
Standard Operating Policies
and Guidelines

Cooperative Effort and Shared Services Implementation Plan

Hamel Fire Department

Loretto Fire Department

Minnesota

MEMORANDUM OF UNDERSTANDING

BETWEEN

Hamel Fire Department, Inc and Loretto Fire Department, Inc.

REGARDING

Cooperative Efforts for the Delivery of Fire Protection Services

WHEREAS, the area served by these fire departments consist of the Cities of Corchoran, Loretto and Medina, Minnesota,

WHEREAS, over the years the departments have worked together through mutual aid on specific incidents; and,

WHEREAS, the departments understand that a need exists to work together to provide a similar level of service to their respective response districts; and

WHEREAS, current cooperative and consensus-based approaches are necessary for the departments' greatest successes; and

WHEREAS, despite efforts to date, there still exist differences in service delivery models, training, standard operating guidelines and administrative practices.

NOW, THEREFORE, we, the undersigned executives representing the fire departments, with responsibility for the quality of the fire protection services agree that we will work cooperatively to:

- Develop and consistent set of Standard Operating Guidelines.
- Develop and implement a shared training program.
- Combine administrative functions.

BY THIS AGREEMENT, we will work toward our goals in a spirit open to others, welcome new ideas, pursue fairness and equity, seek the most cost effective solutions, encourage collaborative approaches, and always be

committed to the common goal of consistent delivery of emergency services to our respective communities.
We agree to report semi-annually to the citizens on the progress toward achieving the goals of this agreement.

WE ALSO AGREE, that short of complete operational consolidation, each department signed as a party to this agreement will be responsible for their individual governance and authorities, billing and revenue collection mechanisms, funding and reimbursement, personnel compensation and workers' compensation.

FOR THE HAMEL FIRE DEPARTMENT, INC.

FOR THE LORETTO FIRE DEPARTMENT, INC.

Vision Session

Emergency Services Consulting International (ESCI) met with members of both the Hamel and Loretto Fire Departments on April 29th and 30th to engage with the group and determine the pathway that the departments desired to take into the future regarding shared services.

Joint Implementation Committee

Hamel Fire Department

Neil Wolfe, Fire Chief

Mario Fabrizio, Firefighter

Brookstyn Nelson, Firefighter

Ryan Gregor, Lieutenant

Jordan Butler, Firefighter

Loretto Fire Department

Jeff Leuer, Fire Chief

Tim Ryan, Chief 2

Rick Altendorf, Chief 3

Terry Ryan, Captain 1

Nate Schlosser, Captain 3

Quentin Lucking, Firefighter

Bill Rosati, Firefighter

These individuals decided collectively that they would have monthly meetings scheduled for the first Tuesday of every month beginning in May 2013. The location of the meeting will rotate between the Hamel and Loretto Fire Department stations with even month meetings at Loretto and odd month Meetings at Hamel. Meetings will begin at 1830.

Background

In December of 2011, ESCI completed an *Opportunities for Collaborative Efforts Feasibility Study* for the Loretto Volunteer Fire Department and the Hamel Volunteer Fire Department. The final study report represented a comprehensive review of the subject agencies and included 22 strategies that were recommended as means by which the two could establish closer working relationships as independent agencies and also work toward a higher degree of collaboration up to and including merger of the two fire departments into one.

Of the 22 identified strategies, ten were identified as those that would be most likely to result in significant improvement to both agency's operations, recommending that they should be acted upon, as a minimum, regardless of whether the balance of the 22 strategies were to be adopted. The ten listed were:

- Strategy E – Develop Common Standard Operating Guidelines
- Strategy H – Combine Paid per Call Recruiting and Training Programs
- Strategy K – Develop Mutual Training Strategies
- Strategy L – Develop an Annual Shared Training Plan
- Strategy M – Consolidate Training into a Single Training Program
- Strategy N – Develop and Adopt Training Standards
- Strategy O – Create a Shared Training Manual
- Strategy P – Develop a Shared Fire and EMS Training Facility
- Strategy T – Establish a Shared Health and Safety Program
- Strategy V – Jointly Develop An Employee Handbook

Subsequent to the 2011 report, the agencies possessed a desire to move forward with not only the listed strategies but, potentially, a merger of the two organizations, although little action had been taken to that end. As a result, the fire chiefs opted to retain ESCI to assist them with the development of an implementation plan, along with Standard Operating Guidelines and a model Memorandum of Understanding that could be used by the two.

A considerable amount of change occurred, primarily in the Hamel Volunteer Fire Department, as the project began. An abrupt change of leadership took place, along with a significant contractual change between the City of Corcoran and the Hamel Volunteer Fire Department, indicating that the contract and its resultant revenue would be discontinued. As a result, a number of changes occurred regarding

priorities and desires within the organization. Under the new leadership, the process of implementation plan development moved forward with a new focus. With ESCI assistance, the Joint Implementation Committee reviewed the initial report in the light of the new priorities and moved forward with the plan.

A decision was made by the two departments in the course of the project's implementation, determining that a merge of the two would not be pursued, at least at this point in time. However, the desire remained to move forward with many of the cooperative strategies from the original study.

A strategic planning process was then facilitated by ESCI for the purpose of prioritizing the strategies that were most important to the departments at the time and most likely to result in positive organizational change. The process resulted in the identification of three goals, determined to be most likely to affect needed change. The three goals developed are:

- Development of Shared Standard Operating Guidelines
- Establishment of a Collaborative, Shared Training Program
- Combination of Identified Administrative Functions

Implementation of the above listed goals was then further defined in the form of specific tasks that would need to be performed and assignment of implementation work groups.

Implementation Working Groups (Leads)

From the larger planning group, select individuals were identified as being the lead person for each of the identified goals that the departments chose to work on as they move toward a more operationally integrated service. These individuals are listed below.

Goal 1: Standard Operating Guidelines

Neil Wolfe

Goal 2: Joint Training Program

Rick Altendorf

Goal 3: Combined Administrative Functions

Mario Fabrizio

Implementation Strategic Plan

As noted above, the planning group selected three goals to accomplish in the near future. Those goals were discussed over the entirety of the planning session. Each goal is provided in the section below and includes individual objectives and critical tasks that are necessary to complete the overall goal, the person responsible for completion of the goal and an estimated timeline. It should be understood that these goals are dynamic and should be periodically reviewed by the planning group to ensure that sufficient progress is being made.

Goal 1:	
Develop a common set of Standard Operating Guidelines (SOG)	
A. Review existing Manuals - Catalog	
Timeline: 45 days Lead: Wolfe	Critical Tasks: <ul style="list-style-type: none"> • Identify available sample guidelines • List critically needed SOGs
B. Review existing policies and procedures	
Timeline: 45 days Lead: Ryan	Critical Tasks: <ul style="list-style-type: none"> • Evaluate existing SOGs compared to critical needs • List those that need to be revised • Identify new SOGs needed
C. Develop and refine final draft SOG	
Timeline: 90 days (after A & B) Lead: Ryan	Critical Tasks: <ul style="list-style-type: none"> • Combine existing and new SOGs to form a manual
D. Receive approval and implementation by both departments	
Timeline: 30 days Lead: Chiefs	Critical Tasks: <ul style="list-style-type: none"> • Distribute and submit for approval by membership/boards • Establish training procedures/sign off
E. Evaluate, Review and Revise	
Timeline: Ongoing Lead: Chiefs	Critical Tasks: <ul style="list-style-type: none"> • Establish schedule and procedure for periodic review

**Goal 2:
Develop and Implement a Shared Training Program**

A. Define Minimum Training Requirements (Entry and Ongoing)

<p>Timeline: 30 days Lead: Altendorf</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Define minimum entry level requirements (all levels) • Define minimum continuing education requirements (at all ranks/levels) • Identify enforcement procedures and disciplinary process
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B. Develop a Shared Training Plan, Including Funding

<p>Timeline: Ongoing with quarterly progress checks Lead: Altendorf</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Establish a Training Committee • Identify minimum requirements • Identify needed funding • Identify additional services that are provided and training necessary • Evaluate opportunities for external training • Develop an annual training plan • Provide consistency and develop instructors
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C. Establish a training schedule

<p>Timeline: Initial: 60 days Continuation: By end of the year Lead: Altendorf</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Determine drill night(s) • Set schedule
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D. Adopt and Implement the Training Plan

<p>Timeline: As above Lead: Altendorf</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Present plan to boards • Obtain consensus approval • Distribute
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E. Evaluate, Review, Revise

<p>Timeline: Ongoing Lead: Altendorf</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify process for periodic review
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Goal 3: Combine Administrative Functions	
A. Inventory administrative functions in both departments	
Timeline: 60 days Lead: Fabrizio	Critical Tasks: <ul style="list-style-type: none"> • List functions • Identify processes for accomplishing functions • Identify responsible individuals • Compare and contrast
B. Determine internal functions that can be combined or modified	
Timeline: 90 to 120 days Lead: Fabrizio	Critical Tasks: <ul style="list-style-type: none"> • Analyze functions • Determine appropriate changes • Implement
C. Identify and implement customer engagement processes (external)	
Timeline: 90 days Lead: Fabrizio	Critical Tasks: <ul style="list-style-type: none"> • Analyze current communication practices with the public • Develop a process/policy for customer engagement • Develop customer facing templates • Implement
D. Evaluate, Review, Revise	
Timeline: Ongoing Lead: Boards (Annual)	Critical Tasks: <ul style="list-style-type: none"> • Schedule quarterly joint board meetings to conduct review

Standard Operating Guidelines/Procedures

As part of this process, the departments asked ESCI to develop a base set of standard operating guidelines (SOG). The list below illustrates the minimum set of SOGs that were developed. In addition, ESCI provided the departments with resources that will allow them to expand this basic set of SOGs to include incident/department specific guidelines.

Administrative Policies and Guidelines

Operational Guidelines	Loretto and Hamel Fire Departments Position Description
Accident and Injury Investigation	
Anti-Harassment Policy	Anti-Discrimination Policy
Infection Control	Disciplinary Action Guideline
Open Public Records Policy	Occupational Safety and Health Guideline
	Substance Abuse Policy

Operational Guidelines

Accountability Guideline	Vehicle Fire Guideline
Driving Guideline	Command and Control of Rescue Operations Guideline
Fluid Spills Guideline	Fire Ground Tactical and Operational Guideline
Hose Testing Guideline	Helicopter Landing Zone Guideline
Mayday Guideline	Incident Command Guideline
Personal Protective Equipment (PPE) Guideline	Mutual Aid Response Guideline
PPE Storage and Cleaning Guideline	Rapid Intervention Team (RIT) Guideline
Self-Contained Breathing Apparatus (SCBA) Inspection, and Maintenance Guideline	Suppression/Support Guideline

Memorandum of Understanding

The final component that the department requested of ESCI was to develop a draft Memorandum of Understanding (MOU) that the departments could refine and formalize. The text of this MOU is provided below.

MEMORANDUM OF UNDERSTANDING

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FOR THE HAMEL FIRE DEPARTMENT, INC.

FOR THE LORETTO FIRE DEPARTMENT, INC.

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Administrative Policies and Guidelines

Accident and Injury Investigation

A. Purpose:

The purpose of this guideline is to provide a process for investigating accidents / incidents.

B. Guideline:

It is the guideline of the department to investigate accidents / incidents of the following nature:

1. Most apparatus and POV accidents (POV's while on departmental business). The Senior Officer available will determine the necessity of a full or condensed incident investigation. This decision is somewhat subjective but must error toward the conservative of a full investigation process. A condensed investigation is considered an exception to the rule.
2. All accident documentation must be clearly marked with the following phrase "**in anticipation of litigation**". Any pictures of the accident must be provided to the fire chief and NOT retained by the individual and will be stored by the fire chief.
 - All documentation including pictures will be provided to the appropriate city attorney after being marked "in anticipation of litigation".

C. Guidelines that will be considered in the decision process requiring a full investigation are:

1. Estimated damage greater than \$750. (Insurance deductible is \$1,000)
2. A damaged vehicle that cannot be transported under its own power
3. The member-driver receives a traffic citation
4. Other extenuating circumstances
5. Injuries that require medical treatment
6. Incidents that result in significant property damage
7. Any other accident at the discretion of the senior officer present

An investigation will begin within 48 hours of the incident and will be concluded within seven days of the incident. The investigation report will detail the root causes of the accident, a corrective action plan that will help prevent similar occurrences in the future, and recommendations for disciplinary action if necessary.

D. Procedures: Vehicular Accidents:

1. The driver of the vehicle must provide a verbal report to the senior officer available as soon as feasible. Failure to notify will result in an immediate 30- day suspension from the department.
2. If the incident occurs during a response, consideration must be given to completing the response, but it is not a requirement. Normal information exchange must occur between department personnel and the affected public.

3. Immediately after the incident (as soon as feasible), the driver of a department vehicle will be suspended from driving department apparatus and the use of POV emergency equipment until such time as the accident receives a preliminary investigation and a decision is made to allow or disallow driving. The senior officer available usually performs this as long as he/she is not directly involved in the incident.
4. The driver of the vehicle involved in the incident must complete a written report within six hours of the incident and submit to the senior officer available.

Injury Incidents:

1. The immediate priority after an injury incident will be the appropriate treatment of the injured person(s).
2. All fire ground injuries must be reported the Incident Commander and/or Senior department Officer present as soon as possible. Other injuries while on department business or on department premises are to be reported to the Senior Officer available.

Investigation:

1. The Senior Officer available will appoint an ad hoc investigative committee within two days of the incident. The committee will consist of a Command Staff member (unless that officer was involved or is a direct witness), the departmental Safety Officer if available, and a representative group of three additional personnel (one from each station). If the Senior Officer available was involved, then the next most senior officer available will assume responsibility for the investigation.
2. The investigation committee will gather any and all information necessary to determine the cause(s) of the incident and to determine what measures are necessary to prevent similar occurrences in the future. If the incident is deemed preventable, the committee will also determine appropriate suspension, termination, and/or training attendance that may be necessary for those involved.
3. A preliminary report of the investigation findings will be prepared. The report will include a description of the incident, the immediate and root cause(s), and the corrective actions determined appropriate. A diagram of the incident should be included if it would add clarity to the investigation. The Command Staff will assign primary ownership for completion of the corrective actions. Closure of the corrective actions and supporting documentation (if any) will be included in the final report. Final accident reports will be maintained in an accident file and if appropriate, in the individual personnel files of those involved.

Anti-Harassment Policy

The department (organization) prohibits and does not tolerate sexual harassment in the workplace or during any Organization-related activity. The Organization provides internal procedures for victims of sexual harassment to report sexual harassment and disciplinary penalties for those who commit sexual harassment. No employee, members, third party, or board member, no matter his or her title or position has the authority to commit or allow sexual harassment.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and any other verbal, physical, or visual conduct of a sexual nature that unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

The Organization prohibits and does not tolerate any employee, members, board member or visitor, male or female, to harass an employee/member or to create a hostile or intolerable working environment by exhibiting, committing or encouraging:

- A. Direct or implied threats that submission to sexual advances will be a condition of employment or continued service with the Organization;
- B. Sexual explicit or pornographic material such as posters, calendars, pictures or objects;
- C. Unwelcome advances, including, but not limited to, requests, comments or innuendoes regarding sex, sexual jokes, gestures, statements, e-mail or voicemail messages, leering or stalking;
- D. Physical conduct that is sexual in nature, including, but not limited to touching, pinching, patting, brushing, massaging someone's neck or shoulders and/or pulling against another's body or clothes; and
- E. Physical assaults on other employees/members, including but not limited to rape, sexual battery, or any attempt to commit such acts.

The Organization will take all allegations of sexual harassment seriously and determine what constitutes sexual harassment based on a review of the facts and circumstances of each situation. The Organization will make every effort to ensure that those named in the report, or are too closely associated with those involved in the report will not be part of the investigative team. The Organization reserves the right and provides notice that third parties may be used to investigate harassment claims.

Even conduct that is intended to be "innocent" may still constitute sexual harassment if it falls within the terms of this policy. If any member expresses concern that your behavior

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may be violated this policy, please respect his/her concerns. Regardless of your intent, how others interpret your behavior is important.

Infection Control

A. Purpose

To provide a guideline for all personnel to reduce the risk of exposure to blood and body fluids, and to prevent disease transmission and provide the safest possible working environment.

B. Guideline

Precautions must be taken when probable contact with blood or other body fluids is expected or when there is a suspected or known existence of disease.

C. Patient Handling Procedures

In most cases, EMS will not know what particular disease a patient has contracted. However, most diseases will be represented by one or more signs and symptoms (rash, fever, lesions, vomiting, etc.). In considering this fact, as well as the fact that EMS personnel are educated to treat symptoms and not diagnose, then the correct way to handle infection control problems is by dealing with the symptoms. When discussing preventative measures we will be using tools to protect both the EMS personnel and the patient.

D. Gloves

1. Examination gloves will be worn at all times by department personnel when handling patients. Gloves will prevent the spread of disease from the patient to your hands, or from your hands to the patient.
2. Standard firefighting gloves will provide limited protection from blood and body fluids. During extrication and motor vehicle accident activities, leather gloves are to be worn. If you should move to patient care latex gloves will be worn. Do not use leather gloves for patient handling. They do not provide adequate protection from body fluids.
 - Sterile Gloves - these shall always be used for burn treatment and OB deliveries.
 - Non-Sterile (examination) gloves - will be worn when treating all other patients with the above exception.
3. Gloves are to be worn once per patient and then discarded. Used latex gloves shall be disposed of in proper waste receptacles such as those located in ambulances (i.e. NOT coat pockets, truck floors, jumpkits, tailboards, etc.).

E. Masks and Goggles

1. Mask and goggles will be worn when the need arises, such as with respiratory transmitted diseases and possible exposure to patient body fluids (vomit, feces, urine, blood, etc.). Proper eye/face protection includes glasses, safety glasses or goggles, and surgical style facemasks. Masks and goggles serve several purposes. First, to prevent the wearer from absorbing and inhaling large droplets in the direct contact category. Second, they prevent inhaling and absorbing finer particles. Thirdly, they prevent the spread of microorganisms from host to personnel by the personnel touching mucous membranes before they have a chance to wash their hands.
2. Mouth to mouth - shall not be performed by department personnel. Portable cardiopulmonary resuscitation equipment, e.g. Ambo-bag and oral airways shall be used.

F. Decontamination Guidelines

The Following guidelines and recommendations for specific methods that department personnel can reduce their risk--and patient risk of infection by thorough hand washing and disinfection of equipment and apparatus.

1. Personal Decontamination

- Hand washing before and after contact with patients is the single most important means of preventing the spread of infection. This is to be done with soap/anti-microbial soap immediately upon conclusion of the EMS incident.
- Showering is recommended in instances where contaminants are spread beyond normal protection (i.e., upper arms, legs and uniform).

2. Decontamination of Equipment

- All contaminated equipment must either be disposed of or taken back to the station for proper cleaning after each call. All heavily soiled equipment shall be placed in a contamination bag available on any EMS unit or fire department unit.
- Soiled reusable equipment (i.e. laryngoscope blades) will be cleaned immediately after use in a 1:16 sporicidin/water solution in accordance with manufacturer's guidelines (or other similar product).

3. Additional Decontamination Guidelines:

- The disinfecting agent can also be used as an environmental cleaning agent for floors, walls, seats, and apparatus.
- Blood spills shall be cleaned up promptly with the disinfecting solution.
- Decontamination procedures are not to be conducted in food preparation areas or bathrooms.
- Latex gloves are to be worn while handling contaminated equipment and discarded after use.
- All sharps (needles) are to be disposed of in puncture proof sharps containers located on an EMS unit.
- Clothing and/or bunker gear soiled with blood/body fluids shall be washed immediately using department washing and drying equipment according to the protection clothing care policy.
- Single patient use/disposable equipment (i.e., oxygen adjunct equipment, gloves, bandages) are to be placed in plastic biohazard waste bags and disposed of by proper means (i.e., taken to hospital or given to an EMS unit for disposal).

G. Accidental Exposure

1. Definition of exposure - accidental inoculation with blood or blood contaminated instruments such as needles or other sharp instruments and mucous membrane or open skin lesion contact with blood or body fluids from any patient.
2. Employee responsibility
 - Any exposure must be reported immediately to your immediate supervisor so that the urgency can be determined.
 - Any person exposed to blood or body fluids must make note of the exposure on the department's response report. Make a brief note as to how the exposure occurred, and those personnel involved. Copies should be given to the Fire Chief.

H. Infection Control Reporting

The following steps are to be taken in the event of an incident regarding infection control. This guideline will be activated if one or more of the situations below occur.

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1. If any department personnel come in contact with a patient's body fluid on any unprotected part of their body.
2. If the patient is a known disease carrier (by information on the scene or through hospital information).
3. If any department personnel have been accidentally penetrated with instruments such as needles or other sharp instruments that were used on any patient. This must be reported immediately to the senior officer available.
4. Documentation needs to be made within 12 hours of the occurrence in the form of an Incident Casualty Report. With this documentation the following information will be recorded:
 - Incident number
 - Name of patient
 - Patient's address and address of incident
 - Hospital patient was transported to
 - The patient's doctor's name if available
 - Description of the medical problem
 - A description of why the need for the report. (Example: EMT was splattered with blood in the face.)
 - Action taken on personnel involved (i.e., transported to ER, etc.)
 - Include information on what protection and equipment was used by personnel involved in exposure incident.
5. Any department personnel who are ill at the time of an EMS incident are expressly forbidden to respond to that incident.
6. No medically untrained personnel are to perform EMS unless specifically directed by qualified EMS personnel to perform specific function(s).
7. The needless exposure to unnecessary personnel should be avoided at all times.

Open Public Records Policy

A. Hamel and Loretto Fire Departments Customary Charges Guideline

In accordance with the General Services Commission under Government Code, Chapter 552, Subchapter F, (the Public Information Act) the following guideline of accepted customary charges will be allocated to all information requests of open public records.

SUBCHAPTER F. CHARGES FOR PROVIDING COPIES OF PUBLIC INFORMATION

§ 552.261. Charge for Providing Copies of Public Information

1. The charge for providing a copy of public information shall be an amount that reasonably includes all costs related to reproducing the public information, including costs of materials, labor, and overhead. If a request is for 50 or fewer pages of paper records, the charge for providing the copy of the public information may not include costs of materials, labor, or overhead, but shall be limited to the charge for each page of the paper record that is photocopied
- B. The following charges will be applicable for all provided information:
1. **Standard Copies** - 10 cents per page, or 15 cents for double sided copies.
 2. **Personnel Charge** - \$15.00 per hour / \$25.00 minimum for more than 30 minutes of activity.
 3. **Overhead Charge** - A 20% overhead charge for requests of over 50 pages will be applicable.
 4. **Computer Resource Charge** - A base charge of \$5.00 will be charged for each task.
 5. **Miscellaneous Supplies** - The actual cost of miscellaneous supplies, such as labels, boxes, and other supplies used to produce the requested information will be added to the arrive at the total.
 6. **Postal and Shipping Charges** - Actual cost of postage and shipping costs will be charged.

Hamel and Loretto Fire Departments Position Description (Example)

Position Title:

Fire Chief

Reports To:

Respective Municipal Officials

Supervises:

Officers of the Hamel and Loretto Fire Departments

Purpose of Position:

The Fire Chief is the chief executive officer of each of the department and is responsible for directing the operations and managing the administrative business affairs of the organization. The position establishes current and long-range objectives, plans and policies/procedures subject to approval of the respective Board of Directors.

Major Responsibilities:

- Direct the daily operations for the department and evaluate to ensure a high level of performance.
- Formulate department business and administrative policy and procedures
- To project and recommend budget expenditures for the department.
- Monitor deviations from approved budget and initiate corrective actions in order to control costs.
- To develop and implement operational plans to assure alternative courses of action which provide realistic operations for the department consistent with budget considerations.
- To interact and coordinate with department officers the statuses of present programs and react to new developments within the officers' areas of operation.
- To assume responsibility for all purchases, approve invoices for payment and approve and monitor all travel and expense accounts of all personnel.
- Coordinate development of personnel recruitment and promotional programs.
- To coordinate with department officers overall training programs. To attend meetings, conferences and seminars as approved by the respective Board of Directors.
- To oversee the activities of the department to assure compliance with federal and state requirements.
- To maintain communications with the respective Board of Directors identifying significant problems and developments to facilitate board management decision making.
- To perform such additional administrative duties on behalf of the department that may be assigned by the Board of Directors.

Performance Criteria:

Quantitative

- Meet current objectives of strategic plans

- Operate within the parameters of the established budget Manage the number of officers and personnel appointed to the department's span of control standards.

Qualitative

- Maintain effective utilization of department personnel through leadership.
- Maintain awareness of supervisory programs and established department procedures affecting the recruiting, maintaining, training and performance objectives of department personnel.
- Maintain a high quality fire department.

Knowledge and Skills Requirements

This position requires a broad knowledge of the fire and emergency services industry. The position requires recruiting/selection, training, financial and supervisory skills as evidenced by experience and performance in an all-volunteer or combination response system.

Anti-Discrimination Policy

A. The Department's Commitment

The departments is committed to eliminating discrimination and promoting equality and diversity in its own policies, practices and procedures and in those areas in which it has influence. This applies to the department's professional dealings with staff and [partners]/[members]/ [directors], other solicitors, barristers, clients and third parties.

The department intends to treat everyone equally and with same attention, courtesy and respect regardless of his or her disability, gender, marital status, race, racial group, color, ethnic or national origin, nationality, religion or belief or sexual orientation.

B. Employment and Training

As an employer (full time, part time and voluntary), the department will treat all employees and job applicants equally and fairly and not discriminate unjustifiably against them.

C. Recruitment and Selection

The department recognizes the benefits of having a diverse workforce and will take steps to ensure that:

1. it endeavors to recruit from the widest pool of qualified candidates possible;
2. employment opportunities are open and accessible to all on the basis of their individual qualities and personal merit;
3. selection criteria and processes do not discriminate unjustifiably on the grounds of disability; gender; marital status; race; racial group; color; ethnic or national origin; nationality; religion or belief; or sexual orientation; other than in those instances where the department is exercising permitted positive action;
4. wherever appropriate and necessary, lawful exemptions (genuine occupational requirements) will be used to recruit suitable staff.

D. Conditions of Service

The department will treat all employees/members equally and create a working environment which is free from discrimination and harassment and which respects, where appropriate, the diverse backgrounds and beliefs of employees. Terms and conditions of service for employees will comply with antidiscrimination legislation. The provision of benefits such as: working hours; maternity and other leave arrangements; performance appraisal systems, dress code, and any other conditions of employment will not discriminate against any employee on the grounds of their gender, marital status, race, racial group, color, ethnic or national origin, nationality, religion or belief, or sexual orientation, or unreasonably on the grounds of their disability based on the job description requirements.

Where appropriate and necessary, the department will endeavor to provide appropriate facilities and conditions of service which take into account the specific needs of employees

which arise from their ethnic or cultural background; gender; responsibilities as careers, disability, religion or belief, or sexual orientation.

E. Promotion and Career Development

Promotion within the department will be made without reference to any of the forbidden grounds and will be based solely on merit. All employees will have equal access to training and other career development opportunities appropriate to their experience and abilities.

F. Implementing the Policy

All employees and members of the department are expected to pay due regard to the provisions of its anti-discrimination policy and are responsible for ensuring compliance with it when undertaking their jobs or representing the department.

Acts of discrimination or harassment on any of the forbidden grounds by employees or members of the department will result in disciplinary action. Failure to comply with this policy will be treated in a similar fashion. The policy applies to all who are employed in the department and to all members.

Acts of discrimination or harassment on any of the forbidden grounds by those acting on behalf of the department will lead to appropriate action including termination of services where appropriate.

G. Complaints of Discrimination

The department will treat seriously, and will take action where appropriate concerning, all complaints of discrimination or harassment on any of the forbidden grounds made by employees and members or other third parties.

All complaints will be investigated in accordance with a grievance or complaints procedure and the complainant will be informed of the outcome.

H. Monitoring and review

The policy will be monitored and reviewed on a regular basis.

Disciplinary Action Guideline

The department strives to maintain a positive re-enforcement attitude in regards to behavior modification. It is the responsibility of all members to accept compliance with organizational rules, regulations and guidelines. In the event disciplinary action is warranted against an employee or member the following guidelines are in effect. These guidelines offer acceptable options of discipline in order to promote a positive outcome to negative events that occur.

DISCIPLINE

The Fire Chief, Assistant Chief, or Deputy Chief shall be responsible to relieve or suspend from active status any firefighter for disobedience, insubordination, violation of any rules, regulations, guidelines, by-laws of the Association or Organizational Guidelines of the department, or if the firefighter is deemed incapable of performing the required duties. The suspension will be reviewed by the Command Staff. The Command Staff will then determine the length of suspension or renewing of membership/employment status. Consideration of the sliding scale should be used.

Disciplinary Actions Defined

Any offense against the rules, regulations, and guidelines of the department that may result in, or include the following from the least to the most severe.

- 1: Counseling
- 2: Reprimand
 - A: Verbal
 - B: Written (Personnel File)
 - C: Special project assignment, remedial training/education in regards to the offense.
- 3: Suspension
- 4: Termination of
 - A: Employment
 - B: Volunteer Membership

Disciplinary action to include personnel regardless of status.

- A: Volunteer
- B: Career
- C: Part Time

Any action against personnel recommended by committee and substantiated by the Fire Chief in accordance with the current rules, regulations and guidelines of the department shall be implemented using the following guidelines.

Counseling and or reprimand defined:

A presentation of facts concerning a performance issue in relation to a violation of rules, regulations or guidelines of the department. Counseling should include a documented objective plan for

- 1: Performance improvement
- 2: Consequences of actions
- 3: Determination of improvement timeframe

4: Behavior modification

5: Follow-up counseling session to discuss behavior performance by a specific date.

Written Reprimand defined:

Should include the above in a documentation format to be added to the personnel file including action taken. The member in question must be provided with the original document and sign it for the personnel file.

Suspension defined:

Action taken in denying personnel the privilege of performing his/her duties in consequence of violating the rules, regulations, and guidelines of the department.

The department should strive for excellence through positive forms of discipline.

Volunteer versus Paid Employee Scale in relation to suspension

In regards to the possible monetary loss via suspension in relation to volunteer versus paid personnel the following scale is used to compensate for the discrepancy.

1 day (24hrs) volunteer suspension is equal to 4 hours loss of paid personnel compensation

Termination of Employment or Membership: All members of the department are subject to termination of employment and or membership. Upon notification in writing to subjected personnel:

A meeting must be arranged between the proposed terminated individual and at least two members of the department Command Staff. Documentation should include but is not limited to:

- 1: Explanation of derogatory conduct defined
- 2: Effective termination date and terms
- 3: Summary of prior attempts of behavior modification
- 4: Copy of grievance procedures forwarded to terminated employee or member

Occupational Safety and Health Guideline

As stated in NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, "Firefighting has been recognized as the most hazardous occupation in North America in terms of occupational death and injury statistics." Firefighting is an inherently dangerous activity occurring in an environment over which the participants have no engineering control. NFPA 1500 was developed to provide a "consensus standard for an occupational safety and health program for the fire service." NFPA 1500 is intended to be an umbrella document, establishing the basic framework for a comprehensive safety and health program, and providing for its implementation and management. NFPA 1500 "is meant to be appropriate for voluntary compliance, as a state of the art document." The department will endeavor to adopt NFPA 1500 to the best of its abilities while utilizing available resources.

A. Purpose:

It is the purpose of the this guideline is to establish occupational safety and health objectives for all department activities and to develop and implement guidelines designed to attain the occupational safety and health objectives of the department.

B. Scope:

The department is legally mandated to comply with certain occupational safety and health standards or regulations. This program is being developed and adopted by the department to manage, to the extent that is reasonably possible consistent with the factual circumstances and resources of a fire department, the inherent occupational safety and health risks to its members in the performance of fire department activities.

By the development and adoption of this occupational safety and health program the department does not assume and specifically denies the assumption of any liability whatsoever beyond that which existed prior to its development and adoption. The department further disclaims that the development and adoption of this program constitutes a waiver of any legal defenses, immunities or privileges available to the Department or its members prior to the development and adoption of the program.

C. Organization

1. Fire Department Organizational Statement

The department has prepared and shall maintain standard operating guidelines, including the By-Laws of the department, and associated guidelines, in its Operations Manual, a copy of which shall be available to each member of the department. Within the Operations Manual will be Standard Operating Guidelines that identifies task descriptions and safe operating procedures to be followed by all members.

2. Risk Management Plan

The department has prepared and maintains a risk management plan that is a standalone document within the Operations Manual.

3. Occupational Safety and Health Statement

It is the policy of the fire department to provide and to operate with the highest possible levels of safety and health for all members. The prevention and reduction of accidents, injuries and occupational illnesses are goals of the department and shall be primary

considerations at all times. This concern for safety and health applies to all members of the department and to any other persons who could be involved in fire department activities.

4. Roles and Responsibilities

- Departmental

It shall be the objective of the department to provide a safe, healthy environment for its members when performing fire department activities. The Department shall establish and enforce rules, regulations and guidelines to assist in attaining its occupational safety and health objectives. The Department shall be responsible for compliance with all applicable laws and legal requirements with respect to member safety and health.

- Member

Each individual member of the department shall cooperate, participate and be responsible for compliance with the provisions of this Occupational Safety and Health program and all guidelines implemented pursuant thereto, to assist in the attainment of the Department's occupational safety and health objectives. Each member shall be afforded the opportunity to have input into the department's Occupational Safety and Health Program.

- Other

- The department shall be responsible for developing and implementing an accident investigation procedure
- All accidents involving department vehicles, equipment or facilities shall be investigated
- The department shall take the corrective action necessary to avoid repetitive occurrences of accidents and exposure to communicable diseases

5. Occupational Safety and Health Committee

- a. An occupational safety and health committee shall be established and shall serve the fire chief in an advisory capacity.
- b. The committee shall include the following members:
 - Health and Safety Officer
 - Department Command Staff
 - One member per fire station
 - Outside individual if desired
- c. The purpose of the committee shall be to conduct research, develop recommendations, and study and review matters pertaining to occupational safety and health within the department
 - Hold regular meetings at least every six months
 - Record meeting notes
 - Hold special meetings as necessary

6. Records

The department shall establish a data collection system and maintain permanent records of all accidents, injuries, illnesses, exposures to infectious agents and communicable diseases, or deaths that are job related.

- a. The department shall maintain training records for each member indicating dates, subjects covered, satisfactory completion and any certifications achieved.

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- b. The department shall ensure that inspection, maintenance, repair, and service records are maintained for all vehicles and equipment used for emergency operations and training. Privately owned vehicles used for emergency response shall conform to all applicable departmental standards and state laws.
7. Health and Safety Officer Assignment:
- a. The Command Staff shall have the ultimate responsibility for the fire department's Occupational Safety and Health program.
 - 1. The Command Staff may appoint a Departmental Safety Officer. The Safety Officer shall be responsible for the development and management of the department's Occupational Safety and Health program and report directly to the Command Staff.
 - 2. In the absence of the Safety Officer, alternate personnel may be assigned to perform the duties and responsibilities of that position which requires immediate attention.

Qualifications:

The Safety Officer shall be a fire department member and shall meet the requirements established for the position by the Command Staff. NFPA 1521 Standard for Fire Department Safety Officer will be used as a guidance document for the department Safety Officer.

Responsibility and Authority:

The Safety Officer shall have the responsibility to identify and cause correction of health and safety hazards.

Functions and Duties:

- a) The Safety Officer shall have and maintain knowledge of the current potential occupational safety and health hazards involved in firefighting and other department activities.
- b) The Safety Officer shall have and maintain knowledge of the current principles and techniques of managing the department's Occupational Safety and Health program.
- c) The Safety Officer shall have and maintain knowledge of the current occupational health and physical fitness factors applicable to the department's activities and operation.

D. Training and Education

1. General Requirements

As part of its Occupational Safety and Health Program the department will conduct safety education and training for its members commensurate with the duties and functions that they are expected to perform. Safety awareness will be an integral part of all departmental training to enable members to perform their assigned duties in a safe manner.

All training and education shall be provided by individuals deemed qualified by the Command Staff to provide instruction in the subject covered.

2. Training Frequency

Training shall be provided as necessary to assist in obtaining the fire department's Occupational Safety and Health goals and objectives.

Appropriate training and education shall be provided for all affected members whenever a new hazard is identified, new equipment is introduced, or there is a change in operating guideline.

3. Basic Training and Education Objectives

All members shall be provided with the training and education deemed appropriate by the Command Staff for their duties and responsibilities before being permitted to engage in emergency operations.

- The Command Staff shall establish the training and education requirements for structural firefighting, fire apparatus operation, rescue operations, emergency medical services, and hazardous materials awareness and operations.
- All members shall be trained in the Department's incident command system that complies with the National Incident Management System.
- A guideline for emergency evacuation with required training for all members engaged in fire ground operations shall include procedures to be followed to provide for their safe exit from the danger area in the event of equipment failure or sudden changes in conditions.

4. Training for Structural Fire Fighting

- Training in structural firefighting and fire ground operations shall be based upon Fire Department guidelines. These guidelines shall be maintained in written form and shall address emergency scene operations.
- All training exercises shall be conducted in accordance with established operational guidelines and shall be supervised by qualified instructors.
- Live firefighting training exercises shall be conducted based upon guidelines developed from NFPA 1403, Standard of Live Fire Training Evolutions in Structures.
- Smoke generating devices that produce a hazardous atmosphere shall not be used in training exercises, except for live fire burn training.

5. Special Hazards

Specialized training shall be provided to members regarding special hazards to which they may be exposed during fire department operations and activities. The department shall develop guidelines that describe the actions to be taken in situations involving special hazards and shall include these in the training and education programs.

E. Vehicles and Equipment

1. General

The department shall consider health and safety as primary concerns in the specifications, design, construction, acquisition, operation, maintenance, inspection and repair of all vehicles and equipment.

2. Drivers of Fire Department Vehicles/POV's Utilized for Emergency Response

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- a. Fire Department vehicles and privately owned vehicles utilized for emergency response shall be operated only by members who meet the training and certification requirements established by the department for operation of that vehicle.
 - b. Drivers of department vehicles and privately owned vehicles utilized for emergency response shall have a valid driver's license for the type of vehicle operated. Vehicles shall be operated in compliance with all applicable traffic laws, including sections pertaining to emergency vehicles and Fire Department response guidelines.
 - c. Drivers of Fire Department vehicles and privately owned vehicles utilized for emergency response shall be directly responsible for safe and prudent vehicle operations under all conditions.
 - d. Drivers shall not move Fire Department vehicles until all persons on the vehicle are seated and secured with seat belts in approved riding positions. When the driver is under the direct supervision of an officer or senior member, that officer/senior member shall also assume responsibility for the proper seating of all persons on the vehicle.
3. Persons Riding on Fire Apparatus
- a. All persons riding on department vehicles shall be seated and secured to the vehicle by seat belts at any time the vehicle is in motion. Riding on the tailboard or in any other exposed position and standing while riding shall be specifically prohibited.
 - b. All new fire apparatus shall be specified and ordered with a sufficient number of seats in an enclosed area as specified by the current NFPA 1901, Standard for Automotive Fire Apparatus, for the maximum number of persons who may ride on the vehicle at any time.
4. Inspection, Maintenance and Repair of Vehicles
- a. All Fire Department vehicles shall be inspected at least weekly and after repair to identify and correct unsafe conditions. A preventative maintenance program shall be established and maintained. Maintenance, inspections and repairs shall be performed in accordance with manufacturers' instructions.
 - b. Any Fire Department vehicle found to be unsafe shall be placed out of service until repaired. After being repaired, the vehicle shall be inspected prior to being placed back in service.
 - c. Fire pumps on apparatus shall be service tested in accordance with Fire Department guidelines utilizing NFPA 1911 Standard on Acceptance and Service Tests of Fire Department Pumping Apparatus for guidance.
 - d. Aerial devices shall be inspected and service tested in accordance with Fire Department guidelines utilizing NFPA 1904 Standard for Testing Fire Department Aerial Ladder and Elevating Platforms for guidance. The department via a qualified contractor will perform non-destructive testing of aerial devices every two years, or if excessive conditions warrant an immediate inspection by a qualified contractor.

5. Inspection of Portable Equipment

- a. All equipment carried on fire apparatus shall be inspected at least weekly. Inventory records shall be maintained for the equipment carried on each vehicle.
- b. All equipment carried on fire apparatus shall be used and maintained in accordance with manufacturers' instructions and fire department guidelines.
- c. Firefighting equipment found to be defective or in unserviceable condition shall be removed from service or replaced.
- d. All ground ladders shall be inspected and maintained in accordance with manufacturers' instructions and fire department guidelines. The department has opted to perform regular visual inspections versus non-destructive testing. Any ground ladders that may be subjected to significant adverse conditions will require immediate inspection with the potential for removing from service.
- e. All fire hose shall be inspected and service tested, in accordance with manufacturers' instructions and fire department guidelines utilizing NFPA 1962, Standard on Care, Maintenance, and Use of Fire Hose Including Connections and Nozzles for guidance.
- f. All fire extinguishers shall be inspected and tested in accordance with manufacturers' instructions and fire department standard operating procedures utilizing NFPA 10, Standard for Portable Fire Extinguishers for guidance.

F. Protective Clothing and Protective Equipment

1. General

- a. The department shall provide each member with the appropriate protective clothing and protective equipment to provide protection from the hazards of the work environment to which the member is or may be exposed. Such protective clothing and protective equipment shall be suitable for the tasks that the member is expected to perform in that environment.
- b. Protective clothing and protective equipment shall be used in accordance with fire department guidelines whenever the member is exposed or potentially exposed to the hazards for which it is provided.
- c. Members shall be fully trained in and responsible for the care, use, inspection, maintenance and limitations of the protective clothing and protective equipment assigned to them or available for their use.
- d. Protective clothing and protective equipment shall be used and maintained in accordance with manufacturers' instructions and fire department guidelines; a maintenance and inspection program shall be established for protective clothing and protective equipment. Specific responsibilities shall be assigned for inspection and maintenance.

2. Protective Clothing for Structural Firefighting

- a. All members who may be engaged in or exposed to the hazards of structural firefighting shall be provided with both protective coats and protective trousers that meet the requirements of the current NFPA 1971, Standard on Protective Clothing for Structural Firefighting at the time of purchase.

- b. All members who may be engaged in or exposed to the hazards of structural firefighting shall be provided with helmets that meet the requirements of NFPA 1972, Standard on Helmets for Structure Firefighting at the time of purchase.
 - c. All members who may be engaged in or exposed to the hazards of structural firefighting shall be provided with gloves that meet the requirements of NFPA 1973, Standard on Gloves for Structural Firefighters at the time of purchase.
 - d. All members who may be engaged in or exposed to the hazards of structural firefighting shall be provided with footwear that meets the requirements of NFPA 1974, Standard on Protective Footwear for Structural Firefighting at the time of purchase.
 - e. All members who may be engaged in or exposed to the hazards of structural firefighting shall be provided with current NFPA standards (at the time of purchase) approved protective hoods, earflaps, hoods, and collars that provide protection for the ears and neck and interface with the SCBA face piece, protective coat and helmet.
3. Self-Contained Breathing Apparatus (SCBA)
- a. SCBA shall be provided for and shall be used by all personnel working in areas where:
 - the atmosphere is hazardous
 - the atmosphere is suspected of being hazardous
 - the atmosphere may rapidly become hazardous
 - b. In addition to the above, all personnel working below ground level or inside any confined space shall be provided with SCBA and shall use that SCBA unless the safety of the atmosphere can be established by testing and continuous monitoring.
 - c. SCBA of the open-circuit design shall be positive pressure and shall meet the requirements contained in NFPA 1981, Standard on Open- Circuit Self-Contained Breathing Apparatus for Firefighters at the time of purchase.
 - d. Compressed gaseous breathing air in the SCBA cylinder shall meet the requirements of the NFPA 1989, Standard on Breathing Air Quality for Fire and Emergency Services Respiratory Protection.
 - e. Sources of a compressed gaseous breathing air used for filling SCBA cylinders shall be tested at least every three (3) months to assure their compliance with the requirements stated above. The department shall engage a qualified contractor to provide compressor and air testing services.
 - f. SCBA cylinders shall be hydrostatically tested with the periods specified by the manufacturers and the applicable government agencies.
 - g. All SCBA shall be inspected, used and maintained in accordance with manufacturer's instructions and fire department guidelines.
 - h. All members utilizing SCBA shall be regularly trained in the safe and proper use of this equipment.
 - i. Members using SCBA shall operate in teams of two (2) or more who are in communication with each other through visual, audible, physical, safety guide rope, electronic or other means to coordinate their activities, and are in close proximity to each other to provide assistance in case of an emergency.

- j. Beards or facial hair that interferes with the face piece seal shall be prohibited for members requiring an SCBA. If eyeglasses are worn, the member shall use frames that do not pass through the seal area of the face piece.
- k. The department shall perform annual fit testing on all personnel who may be expected to wear any type of breathing apparatus via qualified equipment and trained personnel.

4. Personal Alert Safety System (PASS)

- a. Each member involved in an activity that requires the use of a SCBA shall be provided with and shall use a PASS device. Each PASS device shall be tested at least weekly and prior to each use, and shall be maintained in accordance with the manufacturers' instructions.
- b. All new PASS devices used by the department shall meet the current requirements of NFPA 1982, Standard on Personal Alert Safety Systems (PASS) for Firefighters at time of purchase.

5. Eye and Face Shielding

Face and eye shielding shall be provided for and used by members engaged in fire suppression, rescue and other operations or activities involving hazards to the eyes and face at all times when the face is not protected by the full face piece of self-contained breathing apparatus.

6. Hearing Protection

- a. Hearing protection shall be provided for and used by all members when exposed to noise in excess of 90 dB from power tools or equipment, except in situations where the use of such protective equipment would create an additional hazard to the user.
- b. The department shall engage in a hearing conservation program to identify and reduce or eliminate potentially harmful sources of noise in the work environment.
- c. All windows in all apparatus shall be in the closed position while operating lights and sirens.

G. Emergency Operations

- 1. Emergency operations and other situations that present similar hazards, including training exercises, shall be conducted in a manner to recognize hazards and to prevent accidents and injuries.
- 2. The National Incident Management System will be utilized with written guidelines applying to all members involved in emergency operations. All members involved in emergency operations shall be familiar with the system. All members shall successfully complete NIMS training courses as directed by the Command Staff.
- 3. The incident commander of an emergency incident shall be responsible for the overall safety of all members and all activities occurring at the scene.
- 4. The incident commander of an emergency incident shall establish an organization with sufficient supervisory personnel to control the position and function of all members operating at the scene and to ensure that safety requirements are satisfied.

5. A Personnel Accountability System shall be used to identify and account for the assignment of each member working within the “Hazard Zone” of an incident. The department has adopted the use of a Passport system.
 6. Incident Safety Requirements
 - a. The department shall provide an adequate number of personnel to safely conduct emergency scene operations. Operations shall be limited to those that can be safely performed by the personnel available at the scene.
 - b. When inexperienced members are working at an incident, direct supervision shall be provided by more experienced officers or members.
 - c. When members are operating at an emergency incident and their assignment places them in potential conflict with motor vehicle traffic, they shall wear the minimum PPE required by department guidelines, and a garment with retro-reflective material. Apparatus are to be placed appropriately to act as a shield protecting the incident scene and operating personnel.
 7. Members Operating at Emergency Incidents
 - a. When members are operating in hazardous areas, they shall work in teams of two (2) or more. In the initial stages of an incident where only one crew is operating in the hazardous area at a working structural fire, a minimum of four individuals shall be required, consisting of two individuals working as a crew in the hazardous area and two individuals present outside this hazardous area available for assistance or rescue at emergency operations where entry into the danger area is required.
 - b. When members are operating in positions or performing functions that involve an immediate risk of injury, qualified basic life support personnel shall be standing by with medical equipment.
 - c. The department shall establish and maintain a RIT and emergency evacuation guideline.
 - d. Department personnel shall not become involved in any activities at the scene of domestic disturbance, civil unrest, or similar situation where there is ongoing violence, without the confirmed presence of law enforcement that has deemed a secure scene.
- H. Facility Safety
1. All department facilities shall be inspected to identify and cause correction of any health or safety hazards.
 2. The department shall maintain all facilities and cause the correction or repair of identified health or safety hazards.
- I. Rehab During Emergency Operations
1. The department maintains a Rehab Team that has been educated in basic firefighter rehabilitation processes.
 2. The department provides the necessary supplies to maintain specific commercial products that assist in rehabbing emergency responders.
- J. Member Assistance Program

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The department supports and will make available access to critical incident stress debriefing via the Bluebonnet Critical Incident Stress Team as deemed necessary.

K. Insurance Coverage

The department will provide and maintain insurance coverage as deemed necessary by the board of directors.

Substance Abuse Policy

A. General:

The department intends to ensure a safe and productive environment. Accordingly, this guideline prohibits being under the influence, use, possession, transportation, promotion, or sale of illegal drugs or drug paraphernalia, or otherwise legal but illicitly used substance, by anyone while on organization business or premises. This includes prescribed or over-the-counter drugs not being used for their intended or authorized purpose and abusive use of alcohol.

B. Testing:

Testing by urinalysis may be required of a member at any time. Immediate medical attention will be requested and testing may occur when factors such as physical appearance, behavior, or other circumstances give good faith reason to question whether the member may be impaired and whether substance abuse may be a factor. A member to be tested will be requested to agree to the test procedure and to the restricted release of test results. Failure to conform will result in immediate suspension pending an investigation.

If a member's test result is confirmed to be positive, it will be given consideration by the Command Staff in determining any discipline for the event or circumstances which led to the test. If continued in membership, the member will be required to cooperate with Department approved medical evaluation and prescribed treatment. The member may also be required to participate in follow-up activities that may include further evaluation, treatment and/or counseling. Additionally, the member will be subject to unannounced substance abuse testing during the twelve-month period following the positive test.

C. Requirements:

A member who fails to follow the requirements of this guideline or whose suspension is upheld will be subject to disciplinary action up to and including termination of membership.

Additionally, as part of any contract for services by the organization, the contractor may be required to certify in writing that it will take whatever steps it deems necessary to insure that involvement in substance abuse on the part of the contractor's employees does not create the presence of substance abuse related problems to the organization. This section of the guideline is to be implemented at the discretion of the organization.

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- a. Use, possession, transportation, promotion, or sale of illegal drugs or drug paraphernalia, or otherwise legal but illicitly used substances will result in immediate suspension, pending an investigation.
- b. Alcoholic beverages are prohibited on department properties or in department apparatus.
- c. There shall be no illegal gambling on the firehouse premises.
- d. The department will not tolerate the possession, use and/or sale illegal drugs. If there is reasonable cause to believe a member of the Department is involved with the possession, use and/or sale of illegal drugs they may be suspended until the completion of an internal and/or external investigation that may include the use of drug testing. Any member with a drug related crime shall be suspended from the Department until completion of an internal and/or external investigation.
- e. Any member that uses any prescription medication, over-the-counter drug, alcohol, or other substance that impairs performance shall not respond to emergencies.

Operational Policies and Guidelines

Accountability Guideline

E. Purpose

The purpose of this guideline is to help ensure the safety of personnel on the fire ground. Accountability is one part of an effective incident management system. It is imperative that officers be able to account for personnel in order to determine if everyone is in safe areas. This guideline establishes procedures to be followed for the accounting of personnel at emergency incidents.

F. Implementation

The procedures outlined in the guideline will be implemented as outlined below:

1. On any incident in which firefighters are at risk of becoming lost, trapped, or injured.
2. On incidents in which firefighters are operating in the defensive mode but are in close proximity to a structure in which the above hazards exist.
3. Ground cover or rescue operations that put personnel out of sight of command and/or operating for extended periods of time subjecting them to environmental injuries.
4. On any Hazmat incident other than fuel spill type incidents.

G. Nametags

Each member will be issued two nametags. The nametags shall be attached to the underside of the back brim of the helmet using Velcro. The tag will indicate department, have the member's first initial and last name, followed by the appropriate station designation.

H. Passport

The passport is the foundation of the accountability system. A passport is the piece on which members' nametags are placed as they assemble into crews. Each apparatus will have a primary passport and one or more blank passports. The apparatus' primary passport will be attached to the dashboard using Velcro and/in the crew cab and will designate the apparatus' number at the top. Blank passports will be carried in accountability kits on each engine. Blank passports will be used to assemble crews that do not arrive on a truck.

1. Forming the Passport

Apparatus passports are formed as the truck is responding to the incident. Each crewmember will affix their nametag to the passport. The person in the officer's seat will affix their tag to the top of the passport. If the apparatus crew is immediately assigned an operational task, and Level II Accountability has not begun, the officer will leave their passport in the apparatus. If Level II Accountability has been initiated, the passports should be delivered to the Accountability Officer in the area of their assignment. If the crew reports to the Personnel Resource Area, the officer will take the Passport with them. Blank

passports will be assembled in the same fashion with nametags of personnel arriving in their own vehicles.

I. Accountability Boards

Accountability Boards are used by Accountability Officers to gather passports of working crews. Each apparatus will have one Accountability Board available for use. The Passports are placed onto the Accountability Board to indicate that the crew has begun operations in which accountability is required. Multiple Accountability Boards may be appropriate in large operations.

J. Accountability Procedures

1. Generally, still alarm responses and some small structure fires are contained with minimal apparatus and manpower. Accountability of personnel at these scenes can usually be conducted through line-of-sight by the Officer in charge.
2. Multi-unit incidents (3+) require more control of personnel for accountability purposes. Accountability on these incidents will be conducted by the Incident Commander, a Division Officer, an Aide, or a specifically assigned Accountability Officer. Initial responsibility for accountability rests with the Incident Commander. Upon assignment, Division Officers assume accountability responsibility for their area of operation. If necessary, Division Officers may request an aide, or a specifically assigned Accountability Officer to assist them. In some cases, multiple Accountability Officers may be appropriate. Accountability Officers will be identified by Accountability Vests. Assignment of accountability will be the responsibility of the Incident Commander.
3. Upon initiation of operations in which accountability is required, the Incident Commander will collect or assign collection of the Passports of apparatus crews that receive assignments immediately upon their arrival. As Division Officers are assigned, they are responsible for retrieving the Passports of crews that are operating within their geographical area. It is imperative that Command and/or Division Officers maintain awareness and an accurate accounting of personnel assigned to them.

K. Entry / Exit

1. As operations are initiated, accountability will begin automatically. As crews are formed in the Personnel Resource Area and given an assignment, the crew's Passport will be placed on the Accountability Board. When the crew exits, the Passport should be retrieved from that Accountability Board.
2. Tracking of personnel in dangerous areas is imperative as offensive operations are initiated. Command, Division Officers, Accountability Officers or Aides will monitor the entry and exit of crews via the Accountability Board. When assigned a task, the crew's Passport will be obtained by the Division/Accountability Officer and placed on the Accountability Board. The time of entry should be recorded. When the task is complete and the crew exits the

area, the Passport will be returned to the crew's officer. Large incidents may require multiple entry and exit locations. In these events, the entry procedures should be followed for each location.

3. As crews exit, their Passport will be returned if all members of the crew are present. If the crew is not complete, individual nametags will be returned.
4. If exit is made at a different location than the one entered, the Division/Accountability Officer at the Entry Point will be notified that exit has been made. Preferably, the officer or a crewmember should make this notification by returning to the entry location to obtain the crews' Passport (or individual name tag if individual exit is made). The Division / Accountability Officer at the secondary exit point will obtain the secondary name tag of those exiting and record the time of exit. If the crew (or individuals) re-enter at that point, the nametags will be returned and there is no need to notify the original entry location.
5. The same procedures should be followed when individuals must exit for brief periods (i.e. to get a tool, or change air bottles). If exiting at the entry location, the original nametag will be obtained from the Division/Accountability Officer, and then returned to that Officer upon re-entry. If exiting at another location, the secondary nametag should be given to the Division/Accountability Officer at that location. Upon re-entry, the Officer at the secondary location will return the secondary nametag. Whatever the case, intentions should be communicated to the Division/Accountability Officer upon temporary exit.
6. A nametag must be presented in order to enter the danger zone. Personnel who have given up both nametags will be required to retrieve at least one before entry is granted.

L. Personnel Resource Area

1. As an incident progresses, Command will establish a Personnel Resource Area at the first in apparatus or other convenient location. The location of the Personnel Resource Area will be announced over the radio. For an accountability system to function, it is imperative that all apparatus crews not receiving an immediate assignment report to the Personnel Resource Area with their Passport upon arrival. Large incidents may have more than one Personnel Resource Area.
2. Those arriving in personal vehicles will report to the Personnel Resource Area before beginning any operations. Crews and Passports will be formed, and assignments will be delivered at the Personnel Resource Area. Crews will operate as a team upon receiving an assignment. In prolonged incidents, personnel will report back to the Personnel Resource Area upon rotation through the Rehab Area.
3. On incidents with a level two staging area, initial reporting will be conducted and assignments delivered at the Staging Area. The crew Passport will then be delivered to the Division Officer/Accountability Officer for the area that the crew is assigned to.

M. Personnel Accountability Report (PAR)

1. Personnel Accountability Reports will be called for by the communications center every 15 minutes or in the event that a situation develops that could threaten the safety of those operating at the incident. Examples may include a building collapse, backdraft, flashover, explosion, strategy change (offensive to defensive), etc. In some cases, Command may request a PAR without a significant occurrence. Upon the call for a PAR, each Division Officer/Accountability Officer shall account for the crews operating under their jurisdiction. Upon accounting for those crews, the Accountability Officer will report a "PAR" for their area of responsibility. The term "PAR" indicates that all personnel within an Accountability Officer's area of responsibility have been accounted.
2. Upon evaluation of the hazard presented by the incident, Command may cancel communications calling for PAR. This action does not alleviate Commands responsibility to account for all operating personnel however.
3. A "No PAR" declaration should be made by the Accountability Officer(s) if all personnel cannot be accounted for within a reasonable time frame (three to four minutes). In addition, the following events should trigger an automatic "No PAR" declaration:
 - Loss of radio contact with an interior crew, or crew operating on the roof when out of visual contact. Three attempts to establish radio contact should be made before a "No PAR" is declared.
 - Missing or downed firefighters
 - Any abnormal or unexpected event that could reasonably place firefighters in life threatening situations.
4. No PAR" Declarations

If a "No PAR" is declared, the following sequence of events should take place:

- Command will request an upgrade to the next alarm level (i.e., if incident is at 2nd alarm, call for 3rd)
- Command will call communications center and request an Alert/Emergency Traffic tone on all tactical frequencies being utilized in order to clear the air.
- If radio contact with a crew has been lost, one final attempt to establish contact will be made.
- A building evacuation will be called for by sounding solid blast on the air horns of the apparatus in the area of the building for a minimum of 30 seconds.
- If during or after the evacuation, the personnel are still unaccounted for, Command will initiate a search by the Rapid Intervention Team (RIT). The RIT will begin searching the area where the missing crew or individual was last known to be operating. Backup RIT's will be established so there is no lapse of search operations. The search will continue until the missing personnel are located and

evacuated or until conditions deteriorate to a point that the Rapid Intervention Crew's safety is unreasonably compromised.

See also: Rapid Intervention Teams

Once all personnel have been accounted for, normal operations may be re- established.

Driving Guideline

A. Purpose:

The driving guideline is to provide a method to insure that members of the department are safe and conscientious drivers, and to provide for the safety of the general public when our members are driving the apparatus or their personal vehicles.

B. General:

1. DWI or DUI - No member will drive emergency if he/she has been convicted of DWI/DUI during the past three years. A member must wait three years from the date of the offense (or date of conviction) before re-applying for emergency driving status. If a member is convicted of a second DWI/DUI within five years of the first conviction, the member is terminated.
2. Traffic Violations/Accidents - It will be the responsibility of each member to report traffic convictions and accidents to the appropriate Fire Chief. Failure to provide said information will be detrimental to the member when his/her driving record is reviewed.
3. A semi-annual review will be used to determine a member's emergency driving status. The reviews will be conducted in May and November of each year.
4. The Fire Chief will obtain each member's driving record during the first week of the above months. The Command Staff will then determine each member's points as applies to the Driver Evaluation Guideline. These findings will be presented at an officers' meeting for review.
5. The aforementioned point system will be used to determine if members are allowed to use warning devices (lights & siren) to respond to emergency calls.

C. Apparatus:

1. Only those firefighters specifically approved by the Command Staff may drive apparatus. Drivers must obtain the appropriate license for the type of vehicle being driven and may request reimbursement for the upgrade.
2. The apparatus driver's sole responsibility will be the safe driving of the equipment. The front seat passenger should operate all emergency equipment as well as continuous monitoring of traffic conditions and communicating with the driver.
3. Seat belts shall be worn by all firefighters in route and returning from all mobile apparatus assignments. All firefighters in the cab and jump seats shall remain seated with seat belts in use until the apparatus comes to a complete stop. Under no circumstances should personnel exit or mount the apparatus while in motion.
4. The driver shall be primarily concerned with safely driving the apparatus. The driver should not operate sirens, air horns, or radio. The driver is to continually monitor driving conditions and listen for instructions. The driver shall be the initial pump operator, if the apparatus is so equipped.
5. The right side cab seat is reserved for the senior officer at the time of response. Those lower in rank shall vacate the seat, if requested.

6. Tailboard riding positions are prohibited.
7. Any time a department apparatus is backing, a ground guide is required.
8. The ground guide should have a hand held radio on primary when performing duties as ground guide. Other frequencies may be used, but care must be taken to reset the radio to the proper channel.
9. Any department personnel who are at a fire station and hear a backup alarm have the responsibility to check and see that any and all apparatus in reverse have a ground guide. If an apparatus is found to not have a ground guide, then he/she shall immediately assume the role of ground guide.
10. At night a hand light and rear lighting will be utilized for lighting the ground behind the apparatus.
11. In the event the driver is the only person on the apparatus, the operator will position the apparatus on the apron to provide a straight back-in, once the driver has positioned the apparatus he/she should exit the apparatus, check behind the apparatus for obstructions and to insure the apparatus is aligned properly with the bay. Once this is accomplished the operator may back the vehicle into the bay.
12. During hose packing operations, tailboard work positions are permissible if done under the direction of a ground guide with visual and radio contact with the vehicle's operator. If an apparatus is involved in any accident in which direct contact is made with another object, the driver is under immediate driving suspension until officers' review. (see Accident and Investigation)
13. High water conditions may exist throughout the area during storms and runoff periods. The following list of considerations is to be taken into account for emergency and non-emergency response. In most cases, department apparatus will have very few problems "navigating our waters". The following guidelines are to be adhered to for preventing apparatus damage, preventing accidents, and still providing timely response. The objective is to arrive safely!
 - a. High Water:
 - Reduce speed to 5 mph or less
 - After entering the high water, apply brakes slightly to dry out linings.
 - After exiting high water, apply the brakes to verify proper brake performance.
 - Drive slowly! Do not produce a wave effect, as damage to other vehicles and property will occur.
 - Most water induced mechanical failures in vehicles are caused from excess speed and high water being sprayed by the vehicle's engine cooling fan.
 - Never park in high water areas since water will infiltrate chassis and wiring components.
 - b. Heavy rains, slick streets, icy conditions:
 - Extreme caution is to be observed.
 - Reduce top speed substantially.
 - Do not tailgate--keep at least one hundred feet distance.
 - Utilize extreme caution while braking.
 - All apparatus equipped with retarders shall be in the "low" power position or "off".

D. Operation of Personal Vehicles:

1. All members driving their personal vehicles to the scene of an emergency shall obey all State Laws and Statutes. All personally owned and operated vehicles utilized for transporting department personnel and/or equipment and used for authorized departmental functions shall meet or exceed any applicable local, state, or federal laws. This specifically relates to State of Minnesota inspections, driver's license, insurance, licensing of the vehicle, and any other item relating to the condition and safety of the vehicle.
2. All personnel in POV's must yield the right of way to all fire, EMS, and police units in emergency responses.
3. Firefighters are not to park their POV's within the area used for apparatus use or staging. POV's are to only park on the right side of the roadway away from the scene. Utilize a driveway, parking lot or other open space away from the emergency.
4. All active members should display a departmental supplied identification decal on their POV. The location should be on driver's side rear window. No other department identification materials may be used without the consent of the Fire Chief. Upon the sale of the vehicle or membership termination the individual shall remove any and all department markings.
5. Members (this excludes firefighter candidates and junior members) may install approved visual warning devices on their personal cars if they so desire and at their own expense. These devices shall meet all Laws Applicable to Emergency Vehicles. The Command Staff must approve the individual's use of personal warning devices on an individual basis.
6. Members having visual warning devices meeting these requirements shall drive their personal vehicles in a safe and prudent manner when making a response to the scene of an emergency and they shall follow all the restrictions of Laws Applicable to Emergency Vehicles.
7. Only those vehicles meeting the requirements of the Laws Applicable to Emergency Vehicles shall respond emergency under any circumstances.
8. The use of visual warning devices for other than sanctioned departmental emergencies may result in disciplinary action. Any member responding emergency without approved equipment is subject to the full punishment under the law.
9. Still Alarms
 - a. Members shall only respond emergency traffic to the station. No member shall respond emergency traffic direct to an incident. When the apparatus responds members shall downgrade and divert to scene.
10. In District Box Alarms and Entrapments
 - a. Members shall respond emergency traffic to the station. When the apparatus responds members may divert and respond emergency traffic direct to the incident.
11. Out of District Box Alarms and Entrapments

- a. Members shall only respond emergency traffic to station. No member shall respond emergency traffic direct to an incident. When the apparatus responds reduce to non-emergency and continue to the station to staff the station.

12. Any member not complying with any of the above is subject to disciplinary action.

13. Personal Vehicle Driving Enforcement

7. The Command Staff shall be the ruling authority for all personal vehicle driving infractions and complaints.
8. If a complaint is received regarding a personal vehicle the Command Staff shall obtain all necessary information regarding the complaint including a discussion with the complainant and driver.
9. The primary purpose will be concerned with the manner in which members drive their personal vehicles while representing the with the department and with the type, number, or quality of the emergency equipment used.
10. Disciplinary action by the Command Staff shall be in addition to any action taken by those empowered to uphold laws.

DRIVER QUALIFICATIONS

4. To qualify to drive department vehicles non-emergency, and to drive POV's emergency, these minimum qualifications must be met:
 - Be 18 years old.
 - Have taken the written Class B test and received the driving permit (department apparatus only).
 - Have acceptable driving record as per related guideline.
 - Have attended a DDC course or equivalent within the last five years.
 - Have the approval of the respective Fire Chief.
 - Have the approval of the Command Staff (POV emergency driving only).
 - Have approved driver trainer in the officers' seat (department apparatus only).
5. To qualify to drive department vehicles emergency status, learning and regular response, the above minimum qualifications apply and the following additional criteria must be met:
 - Class B license (as applicable to vehicle)
 - Receive recommendation by the Fire Chief.
 - Has proven proficiency in driving and operation of the apparatus systems.
 - Approval by the Command Staff at a regular officers meeting. (Final Approval.)
 - The designated person within each department will retain all training documentation and provide at a regular officers meeting for approval to be added to the approved driver list.
6. During the driver-training phase, the member must ride with an approved driver trainer in the officer's seat. Training issues to be addressed include but are not limited to all items contained in the driver training checklist.

7. Before being allowed to drive the apparatus under emergency conditions, the member must show proficiency in operating the pump in non-complex situations. A non-complex situation is defined as a scene that does not require water relays, drafting, or the use of dry hydrants. The member should have an understanding of how to use a water manifold and gated Y.

After the Member has participated in drivers training with an approved driver trainer and has met the minimum requirements and has been recommended by a driver trainer. The driver must drive on a minimum of three emergency runs with the station Captain or designee in the officer seat. After the three responses, the Captain will re-evaluate the driver and either approve the driver for emergency response or require additional training.

After the member has obtained the minimum requirements as set forth above, and is in the evaluation phase (waiting to obtain 3 emergency responses with the Captain) the member may upon the Captain approval respond in the truck to a scene in a non-emergency mode. This may be necessary to get the apparatus to the scene in the absence of an approved driver.

Fluid Spills Guideline

A. Purpose:

To establish procedures for maximizing safety and minimizing environmental impact during vehicle fluid spills.

B. Scope:

This guideline is to be followed when responding to reported fluid spills within the boundaries of the Lordepartment. This guideline is for handling motor vehicle liquid fluid spills not to exceed the quantity of one saddle type tank found on semi-tractors. A spill of greater quantity, greater than normal environmental impact, or vehicles fueled by LNG, LPG, or an unknown motive power source are not considered in this guideline. Deviation from this guideline is the prerogative of the senior officer who is solely responsible for the results of any deviation.

C. Safety

Priority must be given to establishing a safe work area for personnel and apparatus. Traffic should be re-routed or stopped to allow a safe work area and traffic cones should be used whenever possible. Flares should not be used. Consideration should be given to eliminating any ignition sources in the immediate area.

D. Positioning

Apparatus, personnel, and POV's will positioned away from the immediate spill area, uphill and upwind. The apparatus will pass the spill site if possible upon arrival to allow for size up. When practical the apparatus should stage a minimum 75 to 100 feet distant. POV's shall park away from the area and personnel staging will be at the apparatus.

E. Procedure

The type and quantity of the fuel spill must first be established. If the spill meets the criteria established above, the following should be followed:

1. Size up and hazard control of the scene will be completed upon arrival of the senior officer. Suitable electronic monitoring may be required. A hot zone may be required.
2. Establish the need of the Regional Hazmat Team.
3. Firefighters will be in full protective gear. An appropriate pre-connected line will be used.
4. For large spills, vapor suppressing foam may be required. For small spills, a 1 percent emulsifier solution may be required. Liquid soap may be used as an alternative.
5. Attempts should be made in larger situations to absorb (or contain via booms or diking) product with absorbent pads. Sewer drains should be plugged with approved "mini-pools" sewer caps. Vacuum trucks may be required.

6. The department SHALL NOT accept or transport waste materials from emergency scenes.

Hose Testing Guideline

A. Purpose:

To safely pressure test fire hose primarily following the NFPA 1962 standard.

WARNING - PART OF THIS TEST IS EXTREMELY DANGEROUS! NEVER BE IN THE VICINITY OF ANY HOSE WHILE PRESSURE TESTING!

B. Procedure

1. Flat lay the hose to be tested assuring long sweeping turns and NO kinks.
2. Record all tracking numbers; reapply the tracking number to the hose to assure it is legible.
3. Hose tracking is accomplished by marking each section with the following codes:
 - a. A = 5 inch
 - b. B = 3 inch
 - c. C = 2.5 inch
 - d. D = 2 inch
 - e. E = 1.75 inch
4. Use black spray paint to paint a ring around the 5 inch hose one-half the distance of the full length of each section.
5. Attach an appropriate nozzle or valve/bleed device to the far end, and connect the other end to the engine or hose tester being used as the pressure producer.
6. Connect the pumper to a fire hydrant and admit hydrant water pressure only to fill the hose and bleed all air out of hoses and appliances. The pumper is not to be in pump gear. When the air bleed is complete, shut off the nozzle device. Allow a slight water flow at the bleed device. (This applies to 5 inch hose only)
 - a. For a 5-inch hose test, use a 50-foot section of 2 ½ inch hose from the engine to the first section of 5-inch hose being tested. This prevents apparatus damage in the event the 5-inch fails.
7. Connect the hose tester to a water supply and admit water pressure only to fill the hose and bleed all air out of hoses and appliances. Allow a slight water flow at the bleed device. (This applies to all other sizes of hose)
8. All hose – A circle will be drawn with a black marker at each coupling **on the hose**; this will show any separation from the coupling and hose during the high pressure test.
9. Allowing hydrant pressure only (no pump), inspect the entire length for cuts, abrasions, and leaks, making note of each.
10. After inspection and acceptance of Step #8, pressure up to 100 PSI and hold for 2 minutes observing any failures. **No one is to be near the hose being tested.** Water must be discharged slightly from the booster line to allow for pump cooling for the five-inch test.
11. After successfully performing step 9, pressure up to:

- a. 5 inch - 200 psi for 5 minutes
- b. 3 inch to 1.5 inch – 400 psi for 5 minutes

DO NOT allow personnel in the vicinity of the hose being tested!

- 12. After successful testing, Reverse pack all 2.5, 3, and 5 inch hose.
- 13. Any hose that fails should be replaced from hose rack, tested, tracking numbers recorded and information passed to the Deputy Chief.

Mayday Guideline

A. Purpose

1. The purpose of this procedure is to assure that all personnel operating at the scene of an emergency can be made aware of a **MAYDAY** call by a trapped or lost firefighter.
2. Generally these situations are critically time sensitive and an immediate response must be implemented to take advantage of the limited survivable time element facing these firefighters in this time of distress and need.
3. To ensure actions that will be set forth in order to locate and rescue those personnel.

B. Scope

1. This procedure shall apply to all personnel operating at the scene of any emergency incident.

C. Responsibilities

1. The Incident Commander will be responsible for implementing this procedure according to the guidelines presented in this procedure. Everyone operating at the scene of an emergency is responsible for noticing developing dangerous conditions and be familiar with the actions that need to be taken if personnel become lost or trapped and a **MAYDAY** is called.
2. Division/Group Officers are responsible for the activities occurring within their assigned division. These activities include company integrity, continuation of attack plan priorities, and/or the implementation of rescue efforts within their division.
3. Company Officers/Team Leaders are responsible for maintaining crew integrity at all times, and immediately reporting to the IC when a crew member becomes lost, trapped or separated.
4. All Firefighters will be responsible for their safety and crew integrity while performing assigned tasks on the emergency incident.

D. Guidelines

1. The rescue of a lost or trapped firefighter in a toxic IDLH environment is critically time sensitive due to the limited air supply in a SCBA. The survival of the firefighter is dependent upon a combination of:
 - a. Early notification that a firefighter or company is missing or in trouble.
 - b. Predictable self-survival actions by the lost or trapped firefighter or company.
 - c. Actions by IC and RIT that is standardized, prioritized, and aggressive.
 - d. Each member or company collectively performing their assigned tasks as directed by IC and/or division officers to ensure the overall scene is managed in such a way as to maximize the rescue efforts.
2. These are some basic rules that should be followed to ensure that each emergency scene has minimal chances of a firefighter becoming lost or trapped or calling a **MAYDAY**.
 - a. Firefighters entering the hazard zone must be part of an organized company.

- b. Each organized company/team must have an assigned task and be supervised by a designated company officer/team leader.
 - c. At a minimum, the company/team will consist of two members that remain intact while operating in the hazard zone.
 - d. Members must monitor hazards within the environment in which they are working.
 - e. Company officers/Team Leaders must have accountability of all crew members assigned to them.
3. The term MAYDAY shall be reserved exclusively to report a firefighter in trouble within the hazard zone. Any member on the fire ground may make this transmission if they feel it is warranted. Situations where a MAYDAY message would be mandatory include but are not limited to:
- a. Any personnel on the fire ground who witnessed an event of firefighters in trouble in the hazard zone.
 - b. A firefighter or company reporting that they are lost, trapped or in trouble within the hazard zone.
 - c. A company officer that cannot account for an assigned firefighter operating within the hazard zone.

E. Declaring a Mayday

1. When an emergency responder identifies that he/she or a member of his/her team, is lost, trapped, disoriented, or injured and in need of assistance, he/she shall (if possible) transmit a verbal message on the fire ground operation channel to COMMAND and state: "MAYDAY, MAYDAY, MAYDAY"
2. The individual reporting shall provide the following information:
 - a. L: Location
 - b. U: Unit Number
 - c. N: Name
 - d. A: Assignment (per Incident Management System)
 - e. R: Resources needed
3. The **PASS** device shall be activated.
4. Lost or trapped firefighters shall remain together.
5. Attempt to find key indicators to aid the RIT in locating the lost or trapped firefighter
 - a. Stay close to wall
 - b. Tap or strike tool on ground
 - c. Shine flashlight up to ceiling to illuminate your location
6. If possible, lost or trapped firefighters shall attempt to see an area of refuge.

F. Command Response to a Mayday

1. Upon receipt of a **MAYDAY**, the IC shall declare “Emergency Traffic Only” and advise all personnel that all radio traffic must cease.
2. Only radio traffic pertinent to the **MAYDAY** shall be permitted on the fire ground operations channel.
3. Assure that the fire ground units are directed to another channel. Leave the IC, RIT, MAYDAY firefighter and a designated dispatcher on original frequency.
4. It is critical that IC acknowledges the **MAYDAY** transmission and immediately implements action for the rescue of the firefighter(s).
5. Request an additional alarm.
6. Provide a BRIEF PROGRESS REPORT to the Communications Center and request an additional radio channel for fire ground operations not associated with the **MAYDAY** event. Include a specific notation if a Rapid Intervention Team (RIT) has been deployed.
7. Immediately conduct a Personal Accountability Roll-call (PAR) on the newly assigned radio channel.
8. Determine if firefighter(s) is entrapped or lost, and what resources might be needed if firefighter is able to tell IC.
9. Commit the RIT to the most appropriate location to initiate a rescue.
10. Establish a Rescue Division/Group and assign a Safety Officer.
11. Assign another RIT(s) to standby immediately.
12. IC shall notify the communications center to announce the conclusion of the **MAYDAY** event.

G. Communications Center Response to a Mayday

1. Utilize Emergency Alert Tone to alert all personnel operating on scene of the **MAYDAY**. Immediately assign all operations not pertaining to the **MAYDAY** to a new radio channel thus clearing the current channel for rescue operations.
2. Immediately request initial/additional EMS unit.
3. Ensure that additional responding units are aware of new operations channel.
4. If firefighter comes up on an unassigned radio channel, IC shall be advised and the Communications Center shall remain with the firefighter on that channel.
5. Dedicate an operator to monitor that channel of the **MAYDAY** event if possible.
6. Determine if IC wishes to call for the next due alarm. If requested, dispatch next alarm units to the scene with back-ins where applicable.

Personal Protective Equipment (PPE) Guideline

A. Purpose

1. The intent of this guideline is to assure proper personnel protection and public recognition of qualified assistance to their emergencies. This guideline is not intended to supersede other PPE requirements.

B. Scope

1. A member may incur a disciplinary action for not wearing the proper personal protective equipment (PPE) or proper outerwear. Members are expected to be personally responsible to wear the proper PPE for the task being performed following reasonable risk evaluations.

H. Responsibilities

1. There MAY be instances when members may not have the PPE or department outerwear immediately available. It is not the intent of this guideline to address those few incidents, however members are encouraged to have their PPE and department outerwear available at all times. department outerwear is NOT considered to be PPE.
2. All Fire Dispatched Incidents:
 - a. Full protective clothing, including SCBA, shall be worn at all structure, vehicle and dumpster fires. All personnel riding in department vehicles should don the minimum of pants, suspenders and boots prior to boarding the vehicle. Personnel are encouraged to don the coat prior to boarding.
 - b. All personnel must remain seat belted at all times while the vehicle is in motion.
 - c. The vehicle driver is exempt from wearing PPE during the response; however the driver is encouraged to wear a minimum of PPE pants, suspenders and boots. The driver must don pants, boots and helmet as soon as possible after arrival at fires and rescues.
3. All Other Dispatched Incidents:
 - a. All personnel must be appropriately attired. This specifically means that appropriate outerwear must be worn. If department outerwear is not available at the time of the response, the minimum attire is pants, suspenders and boots.

PPE Storage and Cleaning Guideline

A. Purpose:

To establish a guideline for proper storage and care of protective clothing.

B. Scope:

This guideline is for the storage of all protective clothing while not in use and cleaning of clothing after being soiled from firefighting activities.

C. Storage of Equipment

- All protective gear shall be stored in a neat, and orderly fashion as to allow for immediate use when called for an emergency.
- Those members who respond on apparatus from the stations may hang their gear at the station. Each station has wall provisions to hang coats and helmets, and storage area below for boots and bunker pants. These areas are to be kept neat and orderly.
- Those members who respond direct to calls shall keep their gear in gear bags.
Gear shall be dried completely prior to storing to prevent mold, mildew and dry rot. It is extremely important not to store gear in an area where it will be in direct contact with sunlight. Ultra-violet rays damage the fibers of Nomex and PBI materials and destroy the clothing.
- Storing protective clothing in a vehicle with window tint film is not acceptable; damaging ultra-violet rays pass through the film and will cause damage to the clothing. A cover of some type must be used in this type of storage.

D. Cleaning and Laundry Instructions

All protective clothing shall be properly cleaned and dried after use to prevent buildup of contaminants. Contaminants such as carbon penetrate fibers of Nomex and PBI will decrease the flame retardant characteristics of the materials.

1. Helmets

- a. Helmet outer shells shall be cleaned with all-purpose cleaners such as "409" to remove tar, carbon and smoke residue. The outer shell may be waxed with standard car wax to make future cleaning easier. The inner suspension system shall be cleaned with liquid detergent (Ivory) or clothes washing detergent. Helmet liner shall be thoroughly dried prior to storing.

2. Hoods and Gloves:

- a. Hoods and gloves shall be machine washed in warm water, permanent press cycle with clothes washing detergent. Dry hoods and gloves in machine dryer on permanent press setting.

3. Coats and Pants Outer Shells:

- a. Coats and pants outer shells shall be washed and dried by machine on permanent press cycles with warm water and warm heat. The inner liner and outer shell shall be separated when laundered. Outer shell shall be turned inside out, all snaps, hooks and dies and Velcro fastened. This helps to prevent damage to fasteners and the washing equipment. Do not over stuff machine; one outer coat shell and one outer pant shell may be washed together, leaving inner liner for a second load.

4. Coat and pant inner liners:

- a. Coat and pant inner liners shall be washed and dried by machine on permanent press cycles with warm water and warm heat. After removing from the outer shell turn the liner inside out prior to placing in machine. If inner liners are not soiled but are wet they can be dried only. Place the liners in the dryer along with a fabric softener sheet to provide a clean, fresh scent.

E. Laundry Detergent

Provided protective clothing detergent, or any commercial nonphosphorous detergent shall be used. One scoop (approximately 10 oz.) of commercial liquid or powder detergent will wash a complete load. Approximately 3 oz. of protective clothing detergent will wash a complete load. **NEVER USE BLEACH.** Bleach destroys fibers of Nomex and PBI and shall not be used.

F. Repairs of Protective Clothing

Any rips, burn holes or damage to protective clothing shall be reported immediately to the department quartermaster. If damage is not repairable in house, it will be sent for repair.

PROTECTIVE CLOTHING ISSUED TO YOU IS FOR YOUR PROTECTION. THIS EQUIPMENT IS EXPENSIVE BUT IS ALSO OF GREAT VALUE IN PROTECTING YOUR LIFE. FOR YOUR OWN SAFETY, TAKE THE TIME TO CLEAN, PREPARE, AND REPAIR YOUR EQUIPMENT.

Self-Contained Breathing Apparatus (SCBA) Inspection, and Maintenance Guideline

A. Purpose:

The department is committed to the goal of providing safe and serviceable emergency equipment for the well-being of members and the community we protect.

B. Inspection of Self Contained Breathing Apparatus

1. All SCBA spare bottles and compressors shall be inspected WEEKLY and after use to insure operational readiness at times of need.
2. Inspection of SCBA is to include a thorough examination of all components for cleanliness, proper positioning and operation and be so noted on inspection forms provided.
3. Any conditions found that would or could possibly affect the safe operation or readiness of any unit shall be corrected immediately. If the individual performing the inspection cannot correct the condition, the unit shall be removed from service and tagged stating the problem.

C. SCBA Maintenance

Maintenance of SCBA shall be performed when indicated by inspection, malfunction, or anniversary date for required service specified by either the manufacturer or governmental agency. A contractor will be employed for annual SCBA certification requirements and certain repairs that must be performed by a certified repair technician.

Vehicle Fire Guideline

A. Purpose:

The purpose of this guideline is to assure the efficient extinguishment of fires involving vehicles while maintaining the highest level of safety for all responding personnel.

B. Scope:

This guideline shall that are on fire. For the purposes of this guideline, the absence of smoke or flames shall not constitute sufficient evidence that a fire condition does not exist. Understand that in the majority of vehicular fires, the vehicle will be a “total loss” and that department intervention must **never** compromise safety.

C. Enforcement

The senior officer has full responsibility for assuring compliance with this guideline. Authority to deviate rests solely with the senior officer who bears full responsibility for the results of any deviation. Under no circumstances shall any aspect of safety be sacrificed in order to increase the speed of the operation.

D. Positioning of Apparatus and POV (Personally Operated Vehicles)

Apparatus responding to a vehicle fire shall be positioned as far as conditions permit:

1. Assure that fire apparatus are positioned in a way to act as a barrier from traffic flow (highest priority) See also: Roadway Operations
2. Uphill from the involved vehicle to prevent burning fuel from running toward the apparatus.
3. Upwind from the involved vehicle to minimize smoke exposure to the apparatus operator.
4. At least 100 feet from the involved vehicle to provide a safety zone around the involved vehicle.

E. Danger Zone

A safety perimeter shall be established around the involved vehicle. The area of the safety perimeter shall be all area within a 100-foot radius of the vehicle. All personnel operating within the safety perimeter shall be in full protective clothing and self-contained breathing apparatus.

F. Approach

Firefighters approaching the vehicle shall stay clear of UNSAFE AREAS:

1. directly facing the front or rear of the vehicle
2. directly facing the underside of the vehicle when on its side

G. Safety

Firefighters should anticipate:

1. multiple or auxiliary fuel tanks
2. exploding fuel tanks
3. LPG or CNG fuel cylinders and supply lines
4. exploding drive shafts
5. exploding tires
6. exploding truck wheels (heavy duty pickups)
7. exploding batteries or multiple batteries (especially on diesel vehicles)
8. hazardous contents
9. toxic smoke from burning materials
10. metal fires (engines and wheels)
11. gas shock absorbers
12. Air conditioning systems - high pressure hose connected to A/C equipment that may separate or burst releasing oil and pressurized Freon gas.
13. lighting components
14. hatchback, trunk or hood lift cylinders

Under NO CONDITIONS should the gasoline filler cap be removed. This would allow heated gasoline vapors to escape thus increasing the danger level.

H. Attack Apparatus and Appliances

1. A pre-connected 1 3/4" line is the initial attack line and pump pressure is to be set at 150 psi.
2. A booster line is the SECONDARY line used and is to be concentrated on the fuel tank for cooling purposes.

I. Attack Guidelines (Attack as a Coordinated Team)

1. The primary attack line shall approach from the side and utilize a straight stream to the fuel tank area if fire is impinging on the area.
2. While approaching the burning vehicle, the primary line may be joined by a secondary line. The secondary line shall continue cooling the fuel area. The primary line shall "open" its pattern for firefighter protection and fire attack. The pattern shall be as wide as possible to achieve both actions.
3. The secondary line crew should be gaining access to the trunk space for extinguishment if necessary. A Halligan bar and/or axe can best be used for accessing a taillight assembly for water distribution into the trunk space.
4. The primary line shall extinguish the under hood area and passenger compartment.
 - a. Pick head axe (or Halligan) shall be used to pierce a hole through the hood for "wall-banger" (TFT nozzle) operation.
 - b. Water may be sprayed through the radiator/grill area and up under the fenders.

- c. A combination of coordinated actions with both lines shall extinguish the remaining fire.
- d. Use extreme caution when opening the passenger, engine compartment, or trunk. Fire may flash outward when the compartment is ventilated. Always have charged hose lines available before the compartment is opened. All personnel should stand to the side when a compartment is open.

J. Overhaul-Full Protective Equipment in Place

1. After extinguishment of visible flame, the firefighters should allow the vehicle to clear of smoke and/or steam for some period of time.
2. Only when all smoke has cleared can SCBA be removed.
3. The electrical system should be secured as soon as possible by disconnecting or cutting the battery cables. Always disconnect the negative or ground cable first.

K. Traffic Problems

All personnel should be cognizant of the dangers of vehicle fires, as well as the dangers of traffic control, traffic flow, etc. Police assistance is usually required at vehicular fires. The Fire Department should consider traffic safety and flow, and should attempt to clear the scene as soon as feasible. Fire Department personnel may be used to control traffic, but must utilize flares, flashlights etc. and be in bunker gear or a reflective safety vest. Junior firefighters are prohibited from participating in traffic control operations.

1. The Incident Report

The fire report shall contain, but not be limited to the following information:

- a. "Normal" incident number, times, etc.
- b. Address of fire
- c. Name and driver's license of owner/operator; obtain DL direct from the license of the individual
- d. Address of owner/operator
- e. Police officer and/or police incident number
- f. Damaged vehicle storage lot and wrecker service name
- g. VIN and license plate numbers Make, model, year of production
- h. Estimate of value
- i. Estimate (dollars or percentage) and or area(s) of loss
- j. Possible cause
- k. First material ignited
- l. Area of ignition
- m. Insurance company

L. Return to Service

1. All hose and equipment is to be cleaned and repacked
2. Refill the tank at a hydrant near the scene, if possible. This will place the engine in service sooner and also test the hydrant.
3. Replace SCBA with full tanks and refill the empty tanks at the station.
4. All personnel shall respond to the area designated as the clean-up area.

Command and Control of Rescue Operations Guideline

A. Purpose and Scope:

To define a unified management of emergency medical personnel (EMS), fire department personnel, and equipment utilization at extrication and other rescue type incidents and to dispatch qualified members and equipment to incidents requiring extrication or other rescue oriented skills. This procedure does not intend to address the individual activities of EMS and extrication specialties.

B. Initial Command

If extrication or other rescue requirements are required. The first fire department unit arriving on the scene shall establish command. This is dependent upon available radio communications, but the incident command structure shall begin at this time. The consideration is that the patient's well-being is directly cared for by EMS. It is normally at this time when a decision process leads to the determination of either EMS or the fire department being overall site Command. The fire department is concerned with overall scene security and activities as described further. In any case, the working relationship is that of total cooperation in scene management.

C. Initial Assessment

1. The initial assessment of the incident shall include the following:
 - a. Description of the Incident
 - b. Special Hazards Recognition
 - c. Resource Requirements

D. Site Command and Control

1. Command (Overall Site Command): Command has the broad view responsibilities of site control and hazard mitigation, coordination with EMS activities and other groups, and may provide input for the Extrication Specialist to develop, establish, and perform the required extrication techniques with the available resources.
2. The following tasks are the minimum command objectives:
 - d. Safety
 - e. Overall Site Control
 - f. Hazard Mitigation
 - g. Extrication
 - h. Triage/Treatment
 - i. Transportation

2. Rescue Division / Extrication Specialist (ES): The Rescue Division is established with an Extrication Specialist as the Division Officer. The ES is a qualified fire department member with the following responsibilities:
 - a. Coordinate with EMS and fire personnel to establish a compatible rescue plan
 - b. Determine number, location and condition of victims
 - c. Verify primary search has been completed (Primary search area is a minimum of a 50 feet radius)
 - d. Evaluate resources required and develop a working plan
 - e. Advise Command of the required resources and plan; adjust if necessary
 - f. Allocate and supervise the rescue/extrication task
 - g. Provide Command with progress reports
 - h. Verify secondary search has been completed (Secondary search area is a minimum of 100 feet radius)
 - i. Coordinate with other groups
3. Medical Division: The Medical Division is established to manage all Triage, Treatment and Transport needs of the rescue incident.
 - a. Triage/Treatment/Transport (T/T/T): The T/T/T group responsibility is to triage and begin initial treatment of the victims (normally this is CCEMS personnel, however fire personnel may be required to fill or supplement these positions due to delayed CCEMS response or additional staffing needs). Victims should be stabilized and continually monitored.
 - b. Determine if additional resources are required and advise Command
 - c. Identify and establish suitable treatment areas:
 - i. For multi-casualty incidents provide high, moderate, and low priority areas
 - ii. Make these areas accessible for transport
 - iii. Maintain accurate count and where transported
 - d. Determine transportation priorities
4. Air Operations Division: The Air Operations Division is established to manage all air medical transport needs. If air operations are required, Command is to be notified and proper Landing Zone Guidelines will be implemented. See also: Landing Zone

Fire Ground Tactical and Operational Guideline

A. Purpose

The following guideline shall be used to regulate the fire suppression activities of the department. The on-going application of these principles will produce standard and more predictable rescue and fire control results. These procedures are meant to only offer a basic conceptual framework for fire ground operations and command operations.

B. Departmental Goal

It is the goal of the department to prevent fires and to save lives and property.

C. Safety

Fire department personnel conducting fire ground operations will wear full protective clothing and SCBA. All teams will work in groups of two or more and the buddy system will be utilized.

1. Department Strategic Objectives

a. Life Safety/Rescue

- i. Primary Search: It shall be standard operating procedures to extend a primary search in all involved and exposed occupancies that can be entered. The completion of the Primary Search process is reported utilizing the standard radio reporting term, "All clear." to the Incident Commander.
- ii. Rescue efforts should be extended in the following order:
 - Most severely threatened
 - The largest number (groups)
 - The remainder of the fire area
 - The exposed areas
- iii. Secondary Search: The fire department will conduct a secondary search when the fire is under control or extinguished and assist in the recovery of all fire victims. The secondary search should be completed by different teams than those involved in the primary search activities. Thoroughness (rather than time) is the critical factor in secondary search. In the event a recovery, the appropriate authorities will be notified and at no time shall the names of an injured or deceased be placed on the radio.
- iv. Medical / Rehab: Division / Group: On large working fires, multiple alarms, etc., Rehab will set up an aid station in an accessible, non-congested area. The Incident Commander shall give whatever support is necessary to assist Rehab at the aid station. Rehab will be released from the scene upon order of the Incident Commander.

b. Fire Control

- i. It is standard operating procedure to attempt to stabilize fire conditions by extending wherever possible an aggressive, well-placed and adequate interior (offensive) fire attack and to support that aggressive attack with whatever action is required to reduce fire extension to bring the fire under control.
 - ii. The following operations are to be initiated:
 - Size-up
 - Accountability
 - Rescue/life safety
 - Exposure protection
 - Confinement
 - Ventilation
 - Extinguishment
 - Property conservation
- c. Defensive Mode
- i. Property that is lost, so protect exposed property based upon the most dangerous direction of fire spread. Always attack from the unburned side! Do not continue operations in positions that are essentially lost.
 - ii. Initial attack efforts must be directed toward supporting primary search/rescue operations. Fire location and extent must be determined prior to starting fire operations. The first attack team must go between the victims and the fire and protect avenues of escape.

D. Standard Guidelines

The first arriving officer shall give a building description (occupancy; size: large, medium, small; construction and levels), obvious fire conditions, actions to be taken mode of command (i.e. Investigative, Fire Attack, Command)

1. Fire Stream Management

- a. It is the responsibility of each engine company to provide its own uninterrupted, adequate water supply. "Provide" does not mean that they must lay the line or that they must pump it. It is their responsibility to get water into their pump by whatever means available.
- b. When in doubt, lay hose. It will be the company officer's decision as to whether or not hose should be laid. Remember, it is better to pick up a dry line that was not used than to need a line and not lay it.
- c. Offensive Attack without a secure water supply – This is a judgment call of the first arriving officer. Decision factors to make an offensive attack without a secure water or to establish a secure water supply vary. Factors which may determine this decision are:

- i. Small fire able to be controlled by tank water,
 - ii. Time factor to affect rescue of occupants,
 - iii. Lack of manpower assigned to apparatus, or
 - iv. Fire hydrant location and availability.
- d. Factors relating to type of line pulled:
 - i. Size
 - ii. Placement
 - iii. Speed
 - iv. Mobility
 - v. Supply
- e. Booster lines will not be pulled as the first line on working structure or automobile fires. A 1.75" will be the least size pulled.
- f. Hoseline Placement:
 - i. First attack line should be placed between fire and victims.
 - ii. If there is no life hazard, the first attack line should be placed between the fire and most severe exposure.
 - iii. Second attack line backs up the first and protects the secondary means of egress.
 - iv. Assist rescue.
 - v. Protect exposures.
 - vi. Support confinement.
- g. Master Streams – Operate master streams, if necessary, but not when an interior attack is taking place. Do not combine interior and exterior attacks. Before master streams are operated, the Incident Commander shall notify the Dispatcher of the mode of operation (Defensive Operations) the dispatcher should "Alert" the message over the radio to advise all personnel. Do not operate into ventilation holes! Do not apply water to the roof and think you are extinguishing the fire.
- h. Water Supply – At any fire that requires the use of large quantities of water, the utility district may be notified in order to ensure an adequate supply from the water distribution system.
- i. Fire Flow – To determine basic fire flow, requirements must be kept simple.
- j. The Incident Commander must constantly evaluate the effectiveness of the attack and adjust accordingly.

E. The Basic Field Fire Flow Calculations:

The needed fire flow is computed by determining the area of the building (length x width) and dividing by 3.

$$\frac{\text{Length} \times \text{Width} \times \text{Number of Floors}}{3} = \text{G.P.M.}$$

Example: The approximate dimensions are 50' by 30'.

	Fully involved:	500GPM
$\frac{50' \times 30' \times 1}{3} =$	50% involved:	250GPM
	25% involved:	125GPM

Exposures should be considered. As a rule of thumb, add $\frac{1}{4}$ of the basic fire flow for each exposed building. In multi-story buildings, floor below the fire should not be included in the initial calculation.

F. Effects on Strategic and Tactical Objectives

Calculations of the needed fire flow compared to the capability of the resources should determine the strategic objectives of the overall operation. If the fire flow capability of the resources exceeds the required fire flow, the Incident Commander can attempt an offensive attack on the fire. If the fire flow requirements exceed the fire flow capability, then a defensive mode should be considered.

G. Other items to taken into account:

1. Rescue/exposure flow requirements
2. Duration of fire flow required
3. Personnel required to apply required flow
4. Sufficient supply
5. Alternatives available

a. Property Conservation

- i. After completing rescue and fire control operations, it shall be standard procedure to commit whatever fire ground resources required to reduce property loss to an absolute minimum. All members are expected to perform in a manner that continually reduces loss during fire operations.
- ii. Post Control and Extinguishment – No one shall enter a hazardous area without self-contained breathing apparatus until the carbon monoxide level is 35ppm or less as indicated by the CO meter.

b. Special Signals or Calls

- i. Mode of Operation Change – alert tone and orders repeated by the dispatcher.
- ii. Special Messages – Alert tone on radio and any special messages Incident Commander wants repeated (location of command post).
- iii. On Scene Description (first unit on location size up) – Alert tone on radio and Dispatcher repeats size-up.
- iv. Emergency Evacuation of Structure (structure failure, fire out of control) - For the purpose of this procedure the EMERGENCY evacuation of a structure shall mean an evacuation that is initiated by the Incident Commander because conditions are believed to pose an immediate and direct threat to the safety of personnel. An EMERGENCY evacuation is to be ordered only when personnel are in imminent danger.
- v. An EMERGENCY evacuation should not be confused with an orderly withdrawal from positions from an offensive to a defensive mode of operation, or other non-critical adjustment of forces.

H. Retreat and Evacuation Procedures

When a condition that seriously affects the safety of operating personnel is detected, the Division or Incident Commander shall be notified immediately along with a recommended course of action. At the same time, steps shall be taken to remove threatened personnel from the danger area.

If conditions are such that total EMERGENCY evacuation of the building is necessary, the Incident Commander or the Safety Officer shall initiate the retreat signal. The retreat signal shall be as follows:

1. The initiating officer shall broadcast “EMERGENCY TRAFFIC” over the fire ground radio frequency(s). On hearing the “EMERGENCY TRAFFIC” broadcast, all others on the frequency shall maintain radio silence. As an example, the officer shall then broadcast the message, “EMERGENCY TRAFFIC – ALL PERSONNEL EVACUATE THE BUILDING.” This message shall be repeated a minimum of three (3) times. Incident Commander will also advise Dispatch to tone out and give the message over radio and pager to evacuate.
2. On hearing the “EMERGENCY TRAFFIC – ALL PERSONNEL EVACUATE THE BUILDING” message, all apparatus drivers shall immediately activate the air horns on the apparatus in operation of a minimum of twenty (20) seconds. If personnel who are not radio equipped hear this signal, they shall immediately evacuate the structure. The objective is the personal safety of the firefighter. Equipment should be withdrawn only if it is required to assist the firefighter in his/her evacuation. After exiting the structure, all personnel shall go to a point outside the safety perimeter where company and Division officers shall immediately initiate a PAR using established departmental procedures for accounting for personnel on the fire ground.

I. Incident Rehabilitation

1. Incident Commander

The Incident Commander shall consider the circumstances of each incident and make adequate provisions early in the incident for the rest and rehabilitation for all members operating at the scene. These provisions shall include: medical evaluation, treatment and monitoring; food and fluid replenishment; mental rest; and relief from extreme climatic conditions and the other environmental parameters of the incident. The rehabilitation shall include the provision of Emergency Medical Services (EMS) at the Basic Life Support (BLS) level or higher and the Rehab team.

2. Division / Group Officers

All Division / Group Officers shall maintain an awareness of the condition of each member operating within their span of control and ensure that adequate steps are taken to provide for each members safety and health. The command structure shall be utilized to request relief and the reassignment of fatigued crews.

3. Personnel

During periods of hot weather, members shall be encouraged to drink water and activity beverages throughout the day. During any emergency incident or training evolution, all members shall advise their Division / Group officers when they believe that their level of fatigue or exposure to heat or cold is approaching a level that could affect themselves, their crew, or the operation in which they are involved. Members shall also remain aware of the health and safety of other members of their crew

J. Operation of Rehabilitation Division/Group

4. Responsibility

The Incident Commander will establish a Rehabilitation Division / Group when conditions indicate that rest and rehabilitation is needed for personnel operating at an incident scene or training evolution. A rehab team member will be placed in charge of the division/group and shall be known as the Rehab Supervisor. The Rehab supervisor will typically report to Command.

5. Location

The location for the Rehabilitation Area will normally be designated by the Incident Commander. If a specific location has not been designated, the Rehab Supervisor shall select an appropriate location based on the site characteristics and designations below.

6. Site Characteristics

- a. It should be in a location that will provide physical rest by allowing the body to recuperate from the demands and hazards of the emergency operation or training evolution.
- b. It should be far enough away from the scene that members may safely remove their turnout gear and SCBA and be afforded mental rest from the stress and pressure of the emergency operation or training evolution.
- c. It should provide suitable protection from the prevailing environmental conditions. During hot weather it should be in a cool, shaded area. During cold weather, it should be in a warm, dry area. It should enable members to be free of exhaust fumes from apparatus, vehicles, or equipment (including those involved in the Rehabilitation Division/Group operations).
- d. It should be large enough to accommodate multiple crews, based on the size of the incident
- e. It should be easily accessible by EMS units.
- f. It should allow prompt re-entry back into the emergency operation upon complete recuperation.
- g. Consideration should be given to multiple rehab sectors for use in large situations.

7. Site Designations

- a. A nearby garage, building lobby, or other structure.
- b. Several floors below a fire in a high rise building.
- c. A bus.
- d. Fire apparatus, ambulance, or other emergency vehicles at the scene or called to the scene.
- e. An open area in which a rehab area can be created using tarps, fans, etc.

8. Resources

The Rehab Officer shall secure all necessary resources required to adequately staff and supply the Rehabilitation Area. The supplies should include the items listed below depending on the situation:

- a. Fluids – water, activity beverage, oral electrolyte solutions, and ice.
- b. Food – soup, broth, or stew in hot/cold cups, other.
- c. Medical – blood pressure cuffs, stethoscopes, oxygen administration devices, cardiac monitors, intravenous solutions, and thermometers.
- d. Other – awnings, fans, tarps, smoke ejectors, heaters, extra equipment, floodlights, towels, traffic cones, and fire tape (to identify the entrance and exit of the Rehabilitation Area).

9. Hydration

A critical factor in the prevention of heat injury is the maintenance of water. Water must be replaced prior to and during emergency incidents. During heat stress, the member should consume at least one (1) quart of water per hour. Re-hydration is important even during cold weather operations where, despite the outside temperature, heat stress may occur during firefighting or other strenuous activity when protective equipment is worn. Alcohol and caffeine beverages should be avoided before and during heat stress because both interfere with the body's water conservation mechanisms.

10. Rest

The "two air bottle rule," or 45-minutes of work time, is recommended as an acceptable level prior to mandatory rehabilitation. Members shall re-hydrate (at least 8-ounces) while SCBA cylinders are being changed. Firefighters having worked for two (2) full 30-minute rated bottles, or 45 minutes, shall report to rehab for evaluation. In all cases, the objective of a members fatigue level shall be the criteria for rehab time. Rest shall not be less than ten (10) minutes and may exceed an hour as determined by the Rehab Supervisor. Fresh crews, or crews released from the Rehabilitation Division/Group shall be available in the Personnel Staging Area to ensure that fatigued members are not required to return to duty before they are rested, evaluated, and released by the Rehab Officer.

11. Personnel Resources

Command should consider Level II staging of additional personnel as backup/ replacement resources. This shall primarily be considered during three-alarm fires or greater.

12. Rescue Situations

Rehab provisions during situations that have the possibilities of bloodborne pathogens require extreme care in the preparation and distribution of hydration/food supplies. Designated rehab support individual(s) must draw and distribute these supplies. Personnel with direct involvement of patient care, or exposure to victim bodily fluids, shall only be the recipient of rehab supplies. Decontamination of contaminated personnel must occur prior to accessing rehab supplies.

Helicopter Landing Zone Guideline

A. Purpose:

To establish a guideline for maximizing firefighter, law enforcement, EMS, and general public safety when dealing with helicopter landing zone operations.

B. Scope:

This guideline is to be followed by all members of these departments regardless of the district in which the landing zone is located. Authority to deviate from this guideline rests with the Senior Officer and/or Incident Commander who is solely responsible for the results of any deviation.

C. Landing Zone (LZ) Considerations

1. Provide a LZ a minimum of 250 feet from the emergency scene. The LZ should be a minimum of 60 feet square during daylight, and 100 feet square during darkness or inclement weather.
2. Inspect the proposed LZ for the following hazards:
 - a. Terrain:
 - vi. Level or Sloped
 - vii. Rocks, bushes, tall grass
 - b. Obstacles:
 - viii. Signs, trees
 - ix. Antennae, power lines
 - x. Vehicles
 - c. Wind Direction & Speed

D. Landing Zone Operations

1. The engine shall be parked no closer than 150 feet from the supposed center of the LZ.
2. LZ corner marking devices shall be used (flares or specialized equipment).
3. A 250 foot preconnected line shall be the primary line, but not deployed unless needed for LZ surface preparation.
4. The LZ shall be reasonably clear of debris. Utilize a preconnected line to wash or wet down the area. The senior officer shall determine the need of wash/wet down.
5. Personnel shall remain outside of the LZ perimeter, shall not be in contact with the preconnected line, and shall be in a position to use the engine or other vehicle as a shield from the LZ. Flying debris is a distinct probability in the event of flight failures and other loose objects. Eye protection should be worn. The minimum is the helmet and face shield. If no gear is available, the member must be seated within a vehicle.
6. In the event rescue personnel are still in the rescue process they shall be notified of the landing and suitable precautions (if any) shall be taken.

7. The pump operator shall be seated in the cab during landing/liftoff. This position will allow for proper shielding and immediate pump activations if necessary.
8. Communications with the helicopter shall be verified by Air Operations Division and the Incident Commander. In some situations EMS or law enforcement may be in communications with the helicopter. In any case, command must be assured direct communications are being performed. If EMS or law enforcement are not able to communicate with the helicopter, command must assign a qualified individual to perform the communications coordination.

Incident Command Guideline

A. Purpose and Scope:

To effectively manage the performance of fire department units, personnel, and resources at emergency incidents in a controlled and safe manner, utilizing a Unified Command Structure. This guideline was developed using the procedures set forth by the National Incident Management System (NIMS).

B. Terminology:

1. The Incident Command System (ICS) is a standard, on-scene, all-hazard incident management system. ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.
2. Incident Commander (IC): Person who assumes overall command of all operations at an incident. The I.C. will be a professional manager directing all fire ground operations.
3. Command: The radio designation for the IC to be used throughout the incident in place of the respective radio call number, regardless if command transfers from one individual to another.
4. Command Post (CP): A stationary position designated by the Incident Commander where coordination and control of manpower and equipment takes place. The CP will be given a geographical location.
5. Incident Command Aide: Person used to assist the IC at the command post.
6. Unified Command: A unified team effort which allows all agencies with responsibilities for an incident, to manage the incident by a common set of strategies and objectives.
7. Incident Action Plan (IAP): Contains general control objectives reflecting the overall incident strategy and specific action plans for the next operational period.
8. Section Chief: The head of each of the sections will be called Chief.
9. Branches: An organizational level between Divisions/Groups and the IC, Operations or Logistics. At large scale or complex incidents the number of divisions and or groups may create a significant span-of-control problem. When this occurs, consideration should be given to the implementation of branches.
10. Divisions: Responsible for operations in a specified geographical area of an incident.
11. Groups: Responsible for a specified functional assignment.
12. Single Resources: Engine, Truck, Rescue and other types of companies with an apparatus, assembled for an assignment and having a crew leader. Designation for the Single Resource will be task specific I.E. Fire Attack, Search & Rescue, Ventilation, Salvage, Overhaul, RIT, etc.
13. Branch/Division/Group Officers: Assigned by the IC to manage specific geographical areas of the incident or specific fire ground functions.
14. Level I Staging: Units staged in their direction of travel, uncommitted, approximately one or two blocks from the scene with an identified water supply.
15. Level II Staging: A formal staging area where companies report. Designated by Command.
16. Administrative Chief: The Chief of the department and Deputy Chief's.

C. ICS Functional Areas:

1. Incident Commander

The Incident Commander (IC) is the individual who is in charge of and has ultimate responsibility for the overall management of emergency scene activities. Responsibilities of the IC include:

- a. Assess incident priorities
- b. Determine incident goals and objectives
- c. Develop and revise Incident Action Plan (IAP)
- d. Develops appropriate ICS
- e. Assess resource needs and utilization
- f. Coordinates overall activities
- g. Serves as the ultimate Incident Safety Officer
- h. Coordinates with outside agencies
- i. Authorizes the release of information
- j. Assures all section Chiefs and Command Staff wear the appropriate identifying command vests.

2. Operations Section:

The Operations Section is responsible for the direction and coordination of all tactical operations at an incident. For most events, the IC serves the role of the Operations Chief. The Operations Section may be implemented with a complex incident having major demands in one or more of the remaining functional areas.

3. Planning Section:

The Planning Section is responsible for gathering, assimilating, analyzing, and processing information about the incident status and resources. The Planning Section Chief goal is to plan ahead of current events and to identify the need for resources before they are needed.

4. Logistics Section:

The Logistics Section is the support mechanism for the organization. The Logistics Section Chief provides facilities, services materials and support systems to all organizational components involved in the incident.

5. Finance/Administration Section:

The Finance/Administration Section Chief is responsible for tracking all incident costs and evaluating the financial considerations of the incident, and provides guidance to the IC on financial issues.

D. Command Staff:

Command Staff positions are established to assume responsibility for key activities that are not a part of the line organization. Four specific Staff positions exist:

1. Incident Safety Officer
2. Information Officer
3. Liaison Officer
4. Incident Command Aide

Additional positions might be required depending upon the nature and location of the incident or requirements established by the IC.

A. Safety Officer

1. The Safety Officer's (SO) function is to manage the safety of all personnel and to relieve the IC of direct involvement in this responsibility. The safety officer should remain mobile and continually evaluate the incident condition. The SO should not only identify problems and potential problems, but should make suggestions to minimize them. The SO has the authority to bypass the chain of command when it is necessary to correct unsafe acts immediately. The IC should always be informed of these corrective actions.
2. It shall not be the responsibility of the SO to redirect strategic or tactical operations unless an immediate life safety concern is noted.
3. A single SO would be designated in a Unified Command structure.
4. The SO also is responsible for assessing responder rehabilitation needs.

B. Information Officer:

1. The Information Officer's function is to interface with the media and other appropriate agencies. The Information Officer normally will be the point of contact for the media and governmental agencies desiring information. Only one Information Officer would be designated for a single or Unified Command structure. Assistants may be assigned from other involved agencies or departments.
2. Provide a "Media Area" away from the CP where all the media representatives are directed to report.
3. Frequent briefings are important in order to maintain control of media representatives, satisfy their need for information, and maintain our need for good, effective public relations.

C. Liaison Officer:

The Liaison Officer's function is to be a point of contact for representatives from other agencies. In a single command structure, assisting agency representatives would coordinate through the

Liaison Officer. Under a Unified Command structure, representatives from agencies not involved in the Unified Command would coordinate through the Liaison Officer.

D. Incident Command Aide:

An Incident Commander Aide may be established by the Incident Commander. It will be the responsibility of the Incident Commander Aide to report to the Command Post (CP) and assist the Incident Commander as directed.

E. Procedure:

1. Establishing Command: The first arriving member at the scene shall assume “Command,” establish a command post, and remain in command until relieved by a higher ranking or designated officer or until the incident is terminated:
 - a. Initial responsibilities of Command may include:
 - i. Establish command and transmit a size-up.
 - ii. Evaluate and manage the risk to personnel
 - iii. Establish the overall incident strategy and associated tactics
 - iv. Assign resources specific tasks
 - v. Maintain overall command additional responsibilities may include:
 - vi. Assign Divisions/Groups as needed to maintain effective span of control.
 - vii. Collect and record information concerning responding and staged companies including personnel from support agencies.
 - viii. Locate a Level II staging area.
 - ix. Review plan of action and revise if necessary.
 - x. Request and assign additional units as necessary.
 - xi. Terminate the emergency and return companies to service.
 - b. Three Modes of Command
 - i. Investigation Mode: Fire apparatus arrives on location. The first arriving unit proceeds to investigate the situation.
 - ii. Offensive Mode: First arriving unit on location establishes command. That unit begins an offensive attack with or without an established water supply. The first arriving unit maintains command until the next unit arrives at the incident scene.
 - iii. Defensive Mode: First arriving unit on location establishes command. That unit begins a Defensive attack with or without an established water supply. The first arriving unit maintains command until the next unit arrives at the incident scene.
 - c. Command Positioning:
 - i. The Incident Commander must remain at the Command Post and manage the incident from that position.
 - ii. The IC should utilize the command worksheet at all ICS incidents.
 - d. Transfer of Command:

- iii. The first arriving member to arrive on the scene will assume and retain Command until relieved by a higher-ranking officer.
- iv. Transfer of Command is preferably accomplished by face-to-face contact. Command may be transferred in this manner as many times as needed.

F. Staging:

- 2. The objective of staging is to maintain control and coordination at the Incident by holding companies uncommitted until they receive specific assignments.

- a. Level I Staging:

- i. Units will park in their direction of travel one or two blocks from the scene until assigned by command.
- ii. Will automatically be in effect at all box alarm, or greater, assignments.
- iii. Command must be kept advised of all resources on the scene. When Level I Staging on a multiple alarm fire, units shall report their company designation and location to Command.

- b. Level II Staging:

This level of staging will apply to large, complex incidents requiring an on-scene reserve of companies and involves formal staging in an area designated by Command. When Command formally announces “Level II Staging” and the location, all companies that have not been given an assignment will report to the staging area.

- a. Command Staff officers and support assistance such as arson, utility representatives, rehab, etc., will report directly to the Command Post. Ambulances will report to the staging area.
- b. Command may designate a staging officer to coordinate and manage the staging area. The radio designation for the staging officer will be “Staging”. This officer will conduct all communication between Staging and Command. All companies will respond to the designated staging area and report in person to the staging officer.
- c. When requested by Command, the staging officer will verbally assign companies to report to specific sectors. The staging officer will then advise Command of the specific units assigned.
- d. The staging officer’s responsibilities may include:
 - i. Coordinate with the police department to control access into the staging area
 - ii. Maintain a log of available companies in the staging area.
 - iii. Keep command advised periodically of the number of companies still available in staging.

G. Divisions/Groups:

Reduces the span of control by dividing the incident into more management segments and are usually composed of two or more single resource teams.

1. For geographical division purposes, structures may be lettered clockwise, starting from the designated front of the building.
 - a. A division may be but not limited to:
 - i. A side of a building
 - ii. One floor of a building
 - iii. A portion of one floor
 - iv. The total interior
 - v. A geographical area
 - b. A group may be but not limited to:
 - i. Search & Rescue
 - ii. Fire Attack
 - iii. Salvage
 - iv. Overhaul
 - v. Ventilation
 - vi. RIT
 - c. Division/Group Officers:
 - i. Assigned by Command and will use a “division/group designation” in radio communications.
 - ii. Will be in command and control of all companies assigned to them.
 - iii. Will keep Command informed of their working conditions
 - iv. Will request additional resources as needed from Command only.
 - v. Will have overall responsibility for safety and accountability of all members assigned to them.
 - vi. Will monitor the activities of the members assigned in order that they are sent to rehab when it is necessary.
 - vii. Will inform Command of any companies ready for reassignment.
 - viii. All communication from the divisions/groups will be through their officer.
 - d. Single Resources are individual teams of two or more personnel assigned a specific task. These single resources will be designated according to their specific task and a number based on the number of teams assigned that similar functions such as attack team 1, attack team 2, search team 1, search team 2, search team 3, and vent team 1.

H. Communications:

Communication is essential. The single resource team officer should advise the I.C. of their location within a structure, their progress or lack of progress, and interior conditions. This communication should take place at regular intervals.

Mutual Aid Response Guideline

A. Purpose

To establish a guideline for responding to mutual aid requests.

B. Scope

The guideline is to be followed by all personnel responding for mutual aid assistance to the surrounding departmental jurisdictions. This guideline should maximize the effectiveness of personnel without diminishing response coverage for our primary district.

C. Safety

All traffic laws shall be obeyed when responding for mutual aid assistance. All personnel shall work under department guidelines to assure safety, health and environmental considerations.

D. Response Guidelines

1. No apparatus or equipment shall be committed for mutual aid to another fire department's area unless specifically requested by that department, except in those cases where prior arrangements have been made for such mutual aid responses. No firefighter shall respond to fires outside Loretto and Hamel unless so requested by the department involved or directed to do so by the Fire Chief, or senior officer present.
2. Firefighters shall only respond to a fire, or other emergency situation, when their station is called, or when they are so directed by the Fire Chief, or senior officer present. The only exception to this shall be a member of the command staff.
3. The dispatched apparatus and the duty officer will respond after waiting a reasonable amount of time {approx. 4 min.}, with a minimum of three personnel to the proper location. DO NOT strip our area of personnel
4. Member carpooling must be considered and the senior officer responding shall determine if POV response is acceptable. Personnel shall monitor radio traffic for personnel responding to the station.
5. Command staff only will be permitted to respond in their personal vehicles.
6. No other personnel shall be permitted to respond in their personal vehicles unless previous arrangements have been made with the calling department.

E. Positioning

1. The primary apparatus shall position their vehicle as assigned by command.
2. Any POV including Command Staff will stage away from the scene and enter with the PASSPORT ready and report to the personnel staging area and wait for an assignment. The exception to this is if a Command Staff is the Incident Commander prior to arrival of the host department. If no personnel staging area is established, department personnel shall establish a staging area at the primary department apparatus.

Rapid Intervention Team (RIT) Guideline

A. Purpose

The purpose of this document is to establish a guideline for the response, organization and operation of Rapid Intervention Teams (RITs) when needed.

B. Scope

This procedure is to be followed by all members regardless of the district in which it occurs. It will be established by the Incident Commander on all incidents where the members are placed into a “Hazard Zone” and could need immediate intervention.

C. Teams

1. RIT(s) should be assigned by the Incident Commander as soon as feasible following the entry of firefighting personnel into the designated hazard zone.
2. RITs shall be composed of at least three firefighters.
3. Each RIT member should have a portable radio capable of communicating on the primary fire ground channel. If portable radios are not available for all crew members the Team Leader shall have a radio.
4. RIT(s) will be assigned a “call sign” by the Incident Commander. The officer of the RIT(s) must assure that radio traffic is monitored and are aware of their “call sign.”
5. RIT(s) will report directly to the incident commander.
6. RIT(s) will be in full protective gear with SCBA’s, including the constant wearing of face pieces. If necessary the RIT shall use the cab of the closest apparatus to the scene to “cool off.” Command must remain cognizant to the fact that the RIT(s) will become fatigued standing by in full PPE.
7. On all confirmed structure fires, one (1) additional engine company should be dispatched automatically to assure enough manpower is present on location to accomplish all critical fire ground activities and maintain at least one RIT.
8. If RIT(s) are deployed to perform a lost firefighter search and rescue, Command should immediately form additional RIT(s) to relieve deployed RIT(s) or assist with the rescue portion of the operation.

D. Team Responsibilities

1. RIT(s) should assemble as close to firefighting operations as possible yet not hamper or congest the operation.
2. RIT(s) assemble equipment and tools that could be used in a rescue operation.
3. Tools should be placed on a tarpaulin. The tarpaulin should be in the immediate area but not congest the operation. Should an emergency arise, tools will be readily accessible.
4. Equipment and tools should be removed from apparatus and made readily available for use as soon as the designated team arrives on location. Tools should be taken from apparatus other than the primary or secondary attack apparatus when possible. Required equipment and tools RIT(s) should have immediately available:

Hamel Fire Department – Loretto Fire Department
Consolidated Standard Operating Policies and Guidelines

- a. Search/Tag line
 - b. Individual tag lines
 - c. Thermal Imaging Camera(s)
 - d. Gasoline powered chain saw/circular saw with metal blade.
 - e. Axes – pick head/flat head.
 - f. Halligan tool
 - g. 1 SCBA with facemask
 - h. RIT rescue pack with 1 hour bottle
 - i. Portable lights
 - j. Wire cutters, pliers and or lineman dikes
5. Recommended equipment and tools RITs should have readily available:
- a. Rescue Rope
 - b. Sledge Hammer Air Bags
 - c. PortaPower
6. After setting up equipment and tools, the RIT(s) should check all sides of the fire building looking for alternate escape routes, window and door layouts, and potential high-risk situations.
7. RIT(s) will verify placement of ladders to the upper floors of at least two sides of the involved structure as a secondary means of escape. If ladders have not been placed the RIT(s) will accomplish this task.
8. RIT(s) will verify rear and or side doors are available (unlocked) and capable of being utilized as a secondary means of exit. RIT(s) shall notify the Safety Officer and or incident commander prior to propping rear and or side doors open, as this could affect ventilation efforts and fire spread.
9. RIT(s) will verify that the scene is adequately illuminated. Exterior lights should be located on opposite corners of the building at night illuminating all four sides of the structure. On large structures additional exterior lighting may be necessary. Lights should be placed inside, out of the way, at each primary and secondary doorway. This task does not have to be performed by the RIT(s), this can be a task of other arriving driver/operators.
10. RIT(s) will periodically (10 - 15 minutes) perform a 3600 size up of the fire building, noting changes in fire conditions and structural integrity. Noted concerns should be reported to the scene safety officer and or the incident commander.
11. RIT members shall monitor primary fire ground radio traffic and stay in communication with the accountability officer(s) at all times.
12. If a MAYDAY is declared, the RIT(s) will:
- a. Immediately communicate with the accountability officer and determine the lost firefighter(s) last known location
 - b. Turn the RIT passport over to the accountability officer, or activate department's accountability system.
 - c. Communicate with command and the scene safety officer prior to entering the structure
 - d. Enter the structure and begin their search in the lost firefighter(s) last known location
 - i. Locate the lost firefighter(s)
 - ii. Immediately silence any alarming pass devices
 - iii. Verify the lost firefighter(s) has/have an adequate air supply and establish an air supply using the spare SCBA/Rescue Pack if necessary. Both lost firefighter(s) and RIT members, must be closely monitored throughout the rescue operation
 - iv. Notify command that the lost firefighter(s) has/have been located - This notification will include current Conditions in the area, Actions taken so far, and

any additional Needs to free/extricate the lost personnel from the hazard area
(CAN report)

- v. Extricate the lost firefighter(s)

E. Other Fire ground Duties

1. RIT members may be assigned other fire ground duties as long as those duties do not require excessive physical exertion, can be immediately stopped at any time and not negatively affect fire ground safety, and do not interfere with the teams primary job functions as stated above.

- a. Examples of such duties include:

- vi. securing utilities
- vii. marking/roping of scene hazards
- viii. establishing additional exterior lighting
- ix. setting up ventilation fans
- x. assisting with accountability
- xi. assisting with rehab

- b. Under no circumstances shall RIT(s) or RIT members be committed to any fire ground duties without the direct knowledge and consent of the scene safety officer and the incident commander.

F. Demobilizing Rapid Intervention Team(s)

1. Command is the only individual that has the authority to demobilize RIT(s).
2. Command should notify the scene safety officer prior to demobilizing RIT(s).
3. RIT(s) should only be demobilized when the structure is no longer considered immediately dangerous to life and health (IDLH).
4. Prior to demobilizing RIT(s), Command must insure that all personnel are accounted for.

Suppression/Support Guideline

It is the intent of this guideline to establish a system for suppression and support groups of department firefighters whose tasks complement each other. The Command Staff has the responsibility to identify and assign all members to suppression or support designations. The current active roster list will be coded to indicate each member's status.

1. Suppression designated firefighters are generally defined as those members who can meet the demanding physical requirements of hands on firefighting.
2. Support designated firefighters are generally defined as those members who request to be support personnel, or those who may not meet the physical demands of firefighting based upon one or more of the following conditions:
 - a. Choice
 - b. Physical condition
 - c. Age
 - d. Physical impairments
 - e. Weight (Hi or Low)
 - f. Temporary disabilities
 - g. Size
 - h. Facial hair
 - i. Training
 - j. Other
3. A suppression firefighter generally performs the duties of both suppression and support activities. Examples of suppression activities are reserved for suppression firefighters only:
 - a. Interior firefighting w/SCBA
 - b. Exterior firefighting w/SCBA
 - c. Aerial and ground ladder operations w//SCBA
 - d. Offensive firefighting operations
4. Support personnel are limited to functions that are generally considered to be less physically demanding than suppression activities/without the use of SCBA. Following are examples of support duties:
 - a. Performs driver/operator functions
 - b. Performs Incident Management operations
 - c. Performs salvage and overhaul w/o SCBA
 - d. Performs defensive firefighting operations
 - e. Performs SCBA/cascade refill operations
 - f. Performs as runner for communications, tools, and equipment
 - g. Establishes and operates rehab area
 - h. Participates in helicopter landing zone operations
5. It is the discretion of the incident commander to designate support personnel as suppression personnel under unusual conditions.