SUMMARY OF RECOMMENDATIONS AND BEST PRACTICES
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Introduction

This report is a companion to the Boston Fire Department Health and Safety Program Review completed by FACETS Consulting LLP in June 2010. This Summary of Recommendations and Best Practices document complements the assessment results detailed in FACETS comprehensive review of the Boston Fire Department’s compliance with NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, 2007 Edition.

NFPA 1500 is the industry accepted standard that prescribes the requirements of a basic firefighter safety and health program. FACETS Consulting LLP was retained to complete the NFPA 1500 review for the Boston Fire Department (BFD) and assembled a highly experienced team of fire service professionals with more than a century of combined service across the United States and Canada. During the latter half of 2009 and early 2010, FACETS spent more than 1,000 staff-hours with the BFD while conducting interviews, visiting every fire station, examining apparatus and equipment, doing ride-alongs, responding to incidents, observing fire and emergency scenes, and participating in training evolutions. An exhaustive review of BFD documents and written materials complemented the FACETS team’s first-hand observations.

In addition to assessing the BFD’s current level of compliance with NFPA 1500 and making actionable recommendations for change, FACETS was asked to identify best practices from other fire and emergency services organizations with potential applicability for improving BFD compliance with NFPA 1500 requirements.

This report summarizes the BFD’s existing compliance with the requirements described in the 12 chapters of NFPA 1500; provides relative cost, effort, time, and priority classifications to achieve full compliance in each area needing attention; and includes more than 50 examples of best practices drawn from fire departments and emergency services organizations across the United States.

Some of the compliance areas can be addressed at relatively low cost by creating (and providing training on) new policies, procedures, and organizational structures. Others will require a significant investment of time, effort, resources, and funding to overcome the challenges described in the Boston Fire Department Health and Safety Program Review.

As with any organization, the situation with respect to occupational safety and health within the BFD is constantly evolving. (In fact, recent BFD initiatives to improve training, vehicle maintenance, and the condition of its facilities are commendable and have already produced visible results.) The recommendations and best practices reflected in this document are contemporary with observations made and interviews conducted by FACETS team members in late 2009 and early 2010.
The selection of NFPA 1500 as the benchmark for this review sets a high standard and represents a substantial commitment to the safety and health of BFD members and, by extension, the City of Boston as a whole. Decisions about where to invest the BFD’s limited resources will undoubtedly challenge BFD management and labor with so many high-priority items. Fire department administrators have started addressing many of these issues. Their efforts must be sustained to achieve meaningful compliance with NFPA 1500 in any reasonable timeframe. The relative levels of investment for each area listed in the following table are characterized from low, medium, to high, in relation to the other areas needing attention. Several items are prioritized as “urgent,” reflecting the need for immediate and decisive action and resource commitment to achieve NFPA 1500 compliance.

It is important to note the relationship(s) between the relative cost, time, effort, and priority for each area needing attention. Generally speaking, and with all other factors held equal, the cost to reach full compliance with NFPA 1500 in a given area will depend on the time, effort, and resources invested in achieving compliance. In most cases, the converse is also true, since areas furnished with less resources (staff, money, equipment, etc.) will not be able to achieve compliance as quickly as those provided with more resources.
<table>
<thead>
<tr>
<th>NFPA 1500 Chapter/Section</th>
<th>Current Compliance</th>
<th>Specific Areas in Need of Attention</th>
<th>Cost</th>
<th>Effort</th>
<th>Time</th>
<th>Relative Priority</th>
<th>Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Fire Department Organizational Statement</td>
<td>Partial</td>
<td>There is no single written document that meets the requirement for a fire department organizational statement. BFD operational SOPs do not provide the information required by NFPA 1500. In some cases, existing SOPs contemplate unit staffing above current levels.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Phoenix 4-1</td>
</tr>
<tr>
<td>4.2 Risk Management Plan</td>
<td>No</td>
<td>The BFD does not have a written risk management plan.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 4-2, Buffalo 4-2, Renton 4-2</td>
</tr>
<tr>
<td>4.3 Safety And Health Policy</td>
<td>Partial</td>
<td>The BFD has not written or adopted a formal written health and safety policy.</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 4-3</td>
</tr>
<tr>
<td>4.4 Roles And Responsibilities</td>
<td>Partial</td>
<td>Accidents, near-misses, and other significant incidents are not consistently investigated.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 4-4, MCFRS 4-4</td>
</tr>
<tr>
<td>4.5 Occupational Safety And Health Committee</td>
<td>Yes</td>
<td>The established Boston Fire Department Joint Safety Committee appears to meet the intent of this section of the standard.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fairfax 4-5</td>
</tr>
<tr>
<td>4.6 Records</td>
<td>Partial</td>
<td>The existing data collection and records systems are incomplete and fragmented.</td>
<td>Medium</td>
<td>High</td>
<td>Medium</td>
<td></td>
<td></td>
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<tr>
<td>NFPA 1500 Chapter/Section</td>
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<td>Time</td>
<td>Relative Priority</td>
<td>Best Practices</td>
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<tr>
<td>4.7 Appointment Of The Health And Safety Officer</td>
<td>Partial</td>
<td>The specific role, responsibilities, and reporting relationship(s) of the newly appointed departmental safety officer need further definition.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td></td>
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<tr>
<td>Chapter 5 - Training, Education, and Professional Development</td>
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</tr>
<tr>
<td>5.1 General Requirements</td>
<td>Partial</td>
<td>No comprehensive professional development program exists for firefighters (beyond recruits), company officers, or command officers. Need operations-level hazardous materials training for all firefighters.</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>USFA 5-1 USFA 5-1a IAFC 5-1</td>
</tr>
<tr>
<td>5.2 Member Qualifications</td>
<td>No</td>
<td>Training is not certified. Driver/Operator training is inconsistent and not in compliance with NFPA 1002. Officer training is inconsistent and not in compliance with NFPA 1021. BFD members are not consistently provided with operations-level hazardous materials response training that meets NFPA 472.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
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</tbody>
</table>

**Note:** The table provides a summary of recommendations and best practices as of July 2010.
<table>
<thead>
<tr>
<th>NFPA 1500 Chapter/Section</th>
<th>Current Compliance</th>
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<th>Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3 Training Requirements</td>
<td>No</td>
<td>No comprehensive training program exists for firefighters, company officers, or command officers.</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>MCFRS 5-3 MCFRS 5-3a</td>
</tr>
<tr>
<td>5.4 Special Operations Training</td>
<td>No</td>
<td>Additional hazardous materials training is required for all Boston firefighters.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 5-4</td>
</tr>
<tr>
<td>5.5 Member Proficiency</td>
<td>No</td>
<td>No comprehensive in-service training program exists for firefighters, company officers, or command officers.</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

**Chapter 6- Fire Apparatus, Equipment, and Driver/Operators**

<table>
<thead>
<tr>
<th>6.1 Fire Department Apparatus</th>
<th>Partial</th>
<th>Condition of the front line and reserve fleet.</th>
<th>High</th>
<th>Medium</th>
<th>Medium</th>
<th>High</th>
<th>Fairfax 6-1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Unsecured tools in the cab of apparatus.</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>6.2 Drivers/Operators of Fire Department Apparatus</td>
<td>Partial</td>
<td>Inadequate initial and on-going training for apparatus drivers.</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Phoenix 6-2 Fairfax 6-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fire apparatus not operated (driven) according to BFD SOP’s or requirements of NFPA 1500.</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
<td>Urgent</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apparatus occupants do not regularly utilize seat belts and kneel or stand inside apparatus during vehicle movement.</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Urgent</td>
<td></td>
</tr>
<tr>
<td>NFPA 1500 Chapter/Section</td>
<td>Current Compliance</td>
<td>Specific Areas in Need of Attention</td>
<td>Cost</td>
<td>Effort</td>
<td>Time</td>
<td>Relative Priority</td>
<td>Best Practices</td>
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</tr>
<tr>
<td>6.3 Riding in Fire Apparatus</td>
<td>No</td>
<td>Apparatus occupants do not regularly utilize seat belts.</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Urgent</td>
<td>Phoenix 6-2</td>
</tr>
<tr>
<td>6.4 Inspection, Maintenance, and Repair of Fire Apparatus</td>
<td>Partial</td>
<td>Regular apparatus inspections by assigned drivers are improving but need continued attention. Preventive maintenance of apparatus is improving but needs continued attention. EVT certification for apparatus mechanics is required.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>6.5 Tools and Equipment</td>
<td>Partial</td>
<td>With the exception of SCBA, we did not see any structured program for equipment maintenance.</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Fairfax 6-5</td>
</tr>
</tbody>
</table>

**Chapter 7 -Protective Clothing and Protective Equipment**

<p>| 7.1 General | Partial | Some members retain and use structural PPE that does not meet NFPA standards. There is no formal system to maintain and clean structural protective clothing. Facilities for the cleaning of uniforms are not provided. | Medium | Medium | Low | Medium | Phoenix 7-1 |</p>
<table>
<thead>
<tr>
<th>NFPA 1500 Chapter/Section</th>
<th>Current Compliance</th>
<th>Specific Areas in Need of Attention</th>
<th>Cost</th>
<th>Effort</th>
<th>Time</th>
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<th>Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2 Protective Clothing for Structural Fire Fighting</td>
<td>Partial</td>
<td>With the exception of hoods, BFD provides, and firefighters appropriately utilize, structural firefighter protective clothing. Some firefighters utilize helmets or gloves that do not meet the NFPA standard and may have not been issued by the BFD. Firefighters were observed conducting roof operations at structural fires without SCBA.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Fairfax 7-2 Fairfax 7-2-1</td>
</tr>
<tr>
<td>7.3 Protective Clothing for Proximity Fire-Fighting Operations</td>
<td>Not Applicable to BFD</td>
<td>Emergency medical PPE issued to BFD firefighters is minimal. Additional equipment and training in its use is needed.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>IAFF 7-4</td>
</tr>
<tr>
<td>7.4 Protective Clothing for Emergency Medical Operations</td>
<td>Partial</td>
<td>Emergency medical PPE issued to BFD firefighters is minimal. Additional equipment and training in its use is needed.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>IAFF 7-4</td>
</tr>
<tr>
<td>7.5 Chemical-Protective Clothing for Hazardous Materials Emergency Operations</td>
<td>Partial</td>
<td>Not all firefighters that might be exposed to CBRN terrorism incidents have been supplied with appropriate PPE or training.</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>IAFF 7-5</td>
</tr>
<tr>
<td>NFPA 1500 Chapter/Section</td>
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<td>Effort</td>
<td>Time</td>
<td>Relative Priority</td>
<td>Best Practices</td>
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<tr>
<td>7.6 Inspection, Maintenance, and Disposal of Chemical-Protective Clothing</td>
<td>Yes</td>
<td></td>
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<tr>
<td>7.7 Protective Clothing and Equipment for Wildland Fire Fighting</td>
<td>No</td>
<td>Members assigned to fire stations with wildland fire apparatus and duties should receive appropriate PPE, shelters, and equipment.</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>7.8 Protective Ensembles for Technical Rescue Operations</td>
<td>No</td>
<td>Currently issued technical rescue PPE does not meet applicable NFPA requirements.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>7.9 Respiratory Protection Program</td>
<td>Partial</td>
<td>The BFD does not have a written respiratory protection program. Most components of such a program are in place.</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
<td>MCFRS 7-9 Renton 7-9 Virginia Beach 7-9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>There is no annual recertification for SCBA users.</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
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<td></td>
<td></td>
<td>There is no BFD SOP that requires or sets standards for SCBA utilization by firefighters.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
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<tr>
<td>7.10 Breathing Air</td>
<td>Yes</td>
<td></td>
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<tr>
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<tr>
<td>7.11 Respiratory Protection Equipment</td>
<td>Partial</td>
<td>There is no policy for the use and maintenance of full facepiece air purifying respirators.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
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<tr>
<td>7.12 Fit Testing</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7.13 Using Respiratory Protection</td>
<td>Yes</td>
<td></td>
<td></td>
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<tr>
<td>7.14 SCBA Cylinders</td>
<td>Yes</td>
<td></td>
<td></td>
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<tr>
<td>7.15 Personal Alert Safety System (PASS)</td>
<td>Yes</td>
<td></td>
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<tr>
<td>7.16 Life Safety Rope and System Components</td>
<td>Yes</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7.17 Face and Eye Protection</td>
<td>Partial</td>
<td>There is no policy for the use of supplemental eye protection, other than SCBA facepieces.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>7.18 Hearing Protection</td>
<td>Partial</td>
<td>The BFD does not have a comprehensive hearing conservation program.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Phoenix 7-18</td>
</tr>
<tr>
<td>7.19 New and Existing Protective Clothing and Protective Equipment</td>
<td>Partial</td>
<td>As observed above, some PPE used by firefighters does not comply with NFPA standards.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
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<tr>
<td>NFPA 1500 Chapter/Section</td>
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<tr>
<td>Chapter 8 - Emergency Operations</td>
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</tr>
<tr>
<td>8.1 Incident Management</td>
<td>Partial</td>
<td>The BFD is beginning to utilize ICS and ICS terminology in its day to day operations. The use of ICS for incidents of all types should be encouraged and supported.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 8-1</td>
</tr>
<tr>
<td>8.2 Communications</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Phoenix 8-2</td>
</tr>
<tr>
<td>8.3 Risk Management During Emergency Operations</td>
<td>Partial</td>
<td>There is no specific documented policy or SOP relating to Risk Management during Emergency Incidents.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 4-2  Phoenix 4-2-1 Buffalo 4-2</td>
</tr>
<tr>
<td>8.4 Personnel Accountability During Emergency Operations</td>
<td>Partial</td>
<td>The BFD's existing personnel accountability system should be deployed at incidents of all types and sizes.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>Phoenix 8-4</td>
</tr>
<tr>
<td>NFPA 1500 Chapter/Section</td>
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<tr>
<td>8.5 Members Operating at Emergency Incidents</td>
<td>Partial</td>
<td>The SOP for ladder companies sends one firefighter to the roof alone and allows the ladder operator to leave the turntable under certain circumstances. This policy should be reviewed to ensure that members are not permitted to operate alone in hazardous areas. No specific policy or procedure relating to the 2-in/2-out requirement could be found. All Boston Fire Department companies operate with a minimum of 4 crew members and have the ability to comply with this requirement. Members were observed operating on aerial ladders and platforms without safety belts.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Phoenix 8-5</td>
</tr>
<tr>
<td>8.6 Control Zones</td>
<td>Yes</td>
<td></td>
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<tr>
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<tr>
<td>8.7 Traffic Incidents</td>
<td>No</td>
<td>No specific policies or procedures could be found for operating at traffic incidents. The recommended devices were not observed in use at traffic incidents.</td>
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<td></td>
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<td>Phoenix 8-7 MCFRS 8-7</td>
<td></td>
</tr>
<tr>
<td>8.8 Rapid Intervention for Rescue of Members</td>
<td>Yes</td>
<td>Phoenix 8-8</td>
<td></td>
<td></td>
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<tr>
<td>8.9 Rehabilitation During Emergency Operations</td>
<td>Yes</td>
<td>Phoenix 8-9</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8.10 Scenes of Violence, Civil Unrest, or Terrorism</td>
<td>Partial</td>
<td>There is no predefined message to indicate that a company is faced with a life-and-death situation requiring immediate law enforcement intervention.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Phoenix 8-10 Phoenix 8-10-1</td>
</tr>
<tr>
<td>8.11 Post-Incident Analysis</td>
<td>Partial</td>
<td>There is no BFD SOP to provide guidance on the need for or the steps to be taken for the analysis of significant incidents or those that involve serious injury to a firefighter.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Phoenix 8-11 Phoenix 8-11-1 Phoenix 8-11-2 Fairfax 8-11</td>
</tr>
<tr>
<td>NFPA 1500 Chapter/Section</td>
<td>Current Compliance</td>
<td>Specific Areas in Need of Attention</td>
<td>Cost</td>
<td>Effort</td>
<td>Time</td>
<td>Relative Priority</td>
<td>Best Practices</td>
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<tr>
<td>Chapter 9 -Facility Safety</td>
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</tr>
<tr>
<td>9.1 Safety Standards</td>
<td>No</td>
<td>With the exception of diesel exhaust capture systems, Boston fire stations do not generally meet the minimal safety requirements of NFPA 1500 – smoke detectors, carbon monoxide detectors, smoke spread prevention, local fire code requirements.</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Urgent</td>
<td>Phoenix 9-1 Phoenix 9-1-1</td>
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<tr>
<td></td>
<td></td>
<td>Fire station kitchens do not generally comply with NFPA 1581 requirements.</td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>Fire department members smoke cigarettes in many BFD stations.</td>
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<tr>
<td></td>
<td></td>
<td>Pole holes are not secured to prevent accidental falls.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9.2 Inspections</td>
<td>Partial</td>
<td>There is no documented system to inspect fire stations for safety issues or assure that repairs are made.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>9.3 Maintenance and Repairs</td>
<td>Partial</td>
<td>There is no documented system to inspect fire stations for safety issues or assure that repairs are made.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Fairfax 9-3</td>
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<tr>
<td>NFPA 1500 Chapter/Section</td>
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<tr>
<td>Chapter 10 -Medical and Physical Requirements</td>
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</tr>
<tr>
<td>10.1 Medical Requirements</td>
<td>Partial</td>
<td>There are no requirements for periodic examinations in order to maintain the qualification for duty unless a member is returning from injury or sick leave.</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
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<tr>
<td>10.2 Physical Performance Requirements</td>
<td>Partial</td>
<td>There are no requirements for an annual physical performance evaluation. The Boston Fire Department does not have a defined physical performance rehabilitation program.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 10-2</td>
</tr>
<tr>
<td>10.3 Health and Fitness</td>
<td>Partial</td>
<td>The Boston Fire Department does not have a structured health and fitness program for its members.</td>
<td>Medium</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>IAFF/IAFC 10-3</td>
</tr>
<tr>
<td>10.4 Confidential Health Data Base</td>
<td>Partial</td>
<td>The Fire Department Medical Examiner attempts to keep track of the overall health and fitness of BFD members; this information is not systematically collected or analyzed.</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
<td></td>
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<tr>
<td>10.5 Infection Control</td>
<td>Partial</td>
<td>The existing infection control SOP does not fully meet the requirements of NFPA 1581.</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
<td></td>
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<tr>
<td>NFPA 1500 Chapter/Section</td>
<td>Current Compliance</td>
<td>Specific Areas in Need of Attention</td>
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<td>10.6 Fire Department Physician</td>
<td>Partial</td>
<td>The Medical Examiner has limited influence over the management policies that would be included within a departmental occupational safety and health program. There is no defined relationship between the Medical Examiner and the four shift Safety Officers or the newly appointed Fire Department Safety Officer.</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>10.7 Fitness for Duty Evaluations</td>
<td>Partial</td>
<td>There is no documented process to determine the ability of a member to perform essential job functions.</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
<td>Phoenix 10-7</td>
</tr>
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</table>

**Chapter 11 -Member Assistance and Wellness Programs**

| 11.1 Member Assistance Program | Yes | | | | | Phoenix 11-1, Phoenix 11-1-1, Phoenix 11-1-2 |
|-------------------------------|-----|---|---|---|---|
| 11.2 Wellness Program         | Partial | The BFD does not have a comprehensive wellness program. | Medium | High | Medium | High | Phoenix 11-2 |
## NFPA 1500 Chapter/Section

<table>
<thead>
<tr>
<th>Current Compliance</th>
<th>Specific Areas in Need of Attention</th>
<th>Cost</th>
<th>Effort</th>
<th>Time</th>
<th>Relative Priority</th>
<th>Best Practices</th>
</tr>
</thead>
</table>
| Chapter 12 -Critical Incident Stress Program  
12.1 General | Partial | There is no written BFD procedure that provides a formal and standardized approach to addressing critical incident stress. | Low | Low | Low | Medium | Phoenix 12-1 |
Best Practices
[in order of NFPA Chapter]
Professional Standards

Mission Statement
Organizational Values
The PFD Way
Customer Service Guide
Rules of Conduct
Firefighter’s Safety/Survival Guidelines
The Big Five
Phoenix Fire Department

Professional Standards

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www.phoenix.gov/fire
A message from
Fire Chief Bob Khan and
United Phoenix Firefighter’s Association
President Pete Gorraiz

On behalf of the members of the Phoenix Fire Department and Local 493 we are very pleased to introduce the new Professional Standard’s Guide. This book is the direct result of the City of Phoenix Fire Department Strategic Plan 2007, which was produced as a map to determine and focus on priorities to guide the future direction of the department.

The Strategic Initiative calls for the review, evaluation and revision of The Phoenix Fire Department Way. In the end, it didn’t need much revision, just a little refinement. As you read through the new Professional Standards Guide, it should feel very familiar and comfortable. That’s because our basic values have remained solidly in place.

Through the diligence, dedication and collaborative efforts of the members in the PFD Way RBO Subcommittee we were able to review and revise some of our most important standards. We now have a fresher, more current version of The PFD Way, The PFD Customer Service Guide and several other critical documents. These standards outline our personal and professional expectations and are bound in one book, which is the Professional Standards Guide.

Our labor/management process provides the backbone on which this great effort was able to succeed.
The Phoenix Fire Department Professional Standard’s Guide defines the basic principles of our department’s organizational philosophy. These procedures spell out the department’s general expectations for our member’s behaviors as well as how we treat one another and our customers.

*We consider the Phoenix Fire Department Professional Standards Guide the gold standard of internal and external customer service principles.*

We urge you to visit the guide often. Discuss it with one another at the fire station. Share it with your family, friends and those who would like to become part of our great organization. Most importantly, we urge you to adopt and hold these standards in high regard. For the documents in this guide truly represent the core beliefs, behaviors and principles that we, as members of the Phoenix Fire Department, embrace.

Bob Khan  
Fire Chief

Pete Gorraiz  
President, United Phoenix Firefighter’s Association
The Phoenix Fire Department is committed to providing the highest level of public safety services for our community. We protect lives and property through fire suppression, emergency medical and transportation services, disaster management, fire prevention and public education.

Our members will Prevent Harm, Survive, and Be Nice!
Service Excellence

We do all we can to ensure we deliver the best possible service to our internal and external customers/communities through smart, well trained, humble, dedicated, competent, hard working, safe members. We are active participants in the communities where we live and work.

Embrace Diversity

Recognizing the value of diversity helps us to work together as a team to serve our community. We are dedicated to reflecting and respecting diversity throughout our organization.

Integrity and Honesty

We value the public’s trust and are committed to honest and ethical behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community. Self-discipline is the foundation for managing behavior.

Teamwork

We seek out and value the input and opinions of members at all levels of the organization. Teamwork is the building block that drives the department’s labor/management process. We work as a team to cooperate locally, regionally, and nationally to improve service to the public and maintain a safe effective work environment. We believe that members have a responsibility to mentor others.
**Innovation**

We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training.

**Honor and Respect**

We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us and will strive to make the organization better for those who follow.

**Communication**

We believe communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective and responsive means of communication throughout the organization and community.

*Developed and adopted on January 16, 2007*
The PFD Way
Introduction

The City of Phoenix is an extraordinarily well-managed community. Our municipal leaders are proactive and growth oriented. City employees are committed to providing excellent service. This approach supports an environment that encourages excellence and is one that has allowed the Phoenix Fire Department to flourish.

Our Fire Department is unique, not just within the fire service, but compared to most large organizations – public or private. Our members are frequently asked what makes the Phoenix Fire Department so special. The answer to this question is simple – it is our people and our philosophy.

The Phoenix Fire Department Way was developed with the intent of describing our Departmental philosophy. It is also intended to be prescriptive – that is, to prescribe how we would like our Department to be. Finally, it sets forth the standards or ideals we, as a Department, are dedicated to achieving.

As a Department, we prize excellence. We are a group with selective membership and everyone that is a member must want to belong. The Phoenix Fire Department has expectations and standards for behavior that are not optional. We, individually and collectively, care about the well being of our organization, because it serves the common good of the members and our customers – the public.

Most sworn members of the Department also belong to the International Association of Firefighters, Local 493, AFL-CIO (United Phoenix Firefighters Association). Local 493’s leadership has a positive approach to improving service and maintaining a safe, positive work environment. This has been one of the keys to the
Phoenix Fire Department’s progression to the level that we enjoy in the American fire service.

We are a close-knit family and proud of it. The Phoenix Fire Department Way attempts to describe the vision and culture of this family. It is a product of the annual Relationships by Objectives Labor/Management process, and represents input from all Department members. The RBO process allows everyone a seat at the table in creating or changing policies and/or procedures that might directly improve the quality of our services internally and externally. This document exemplifies the close ties and common goals set forth by our fire department family.

**Executive Summary**

The Phoenix Fire Department is a world-renowned leader in its approach to emergency response, customer service, community involvement and personnel philosophy. The Phoenix Fire Department Way is intended to ensure that we continue to uphold the department’s philosophy in our day-to-day interactions with each other and the public. By setting forth these tenets, we have a standard by which to measure our personal and organizational behavior.

The Phoenix Fire Department’s goal is to constantly provide the best possible service to the citizens of Phoenix. We exist to protect and serve the citizens of our community. Our philosophy can be summarized in our mission statement: survive, prevent harm, and be nice.

The Phoenix Fire Department Way is structured on the fundamental principle that our members are the foundation of this organization. Being a member of the Phoenix Fire Department includes a commitment to our fellow members, city leadership and the citizens of Phoenix. This commitment must be backed with
individual responsibility. Each member is accountable for his or her own actions. Rock solid personal integrity and spotless ethics are essential traits of a Phoenix Firefighter. These traits are the backbone of a trustworthy, responsible, professional and unified organization.

True commitment requires loyalty to the organization. Member commitment is easy during the good times, but may be tested during difficult times. The Phoenix Fire Department will certainly face challenges, but it is up to us to strive together to find appropriate, fair solutions. Members are responsible for the organization and it will only be as strong as we are willing to make it. Organizations are constantly changing and evolving. Members of the Phoenix Fire Department are committed to allowing change to be a positive and healthy experience for our members and the public.

The Department recognizes that it is through the process of considering a number of opinions that the most appropriate organizational goals and programs are usually developed. Members are encouraged to share concerns, criticisms and complaints within the structure of the organization. Part of this process involves recognition of Phoenix Firefighter’s Association Local 493’s role in the Department. Union leadership has shown a consistently positive approach to improving customer service and maintaining a safe, effective work environment. Union leaders are an excellent resource for promoting growth, new programs and political involvement.

Leaders and supervisors play important roles in fostering the Department’s philosophy. Positive motivation is far more effective in encouraging members to be productive than simply identifying and punishing negative behavior or performance. Desirable behavior and commendable performance should be recognized at every opportunity. A supervisor’s job includes recognizing and rewarding effective employees.
A healthy work environment is nurtured through positive attitudes, commitment and discipline, preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the rules and regulations of the Department and that reflects the philosophy of this Department.

Leadership is critical in helping our members achieve high standards of performance. All Fire Department leaders must share their expectations with the employees for whom they are responsible and stress accountability. These should be realistic and in concert with the overall expectations of the Department. Our leaders should be agents of positive change and growth. It is the inherent responsibility of current Phoenix Fire Department leaders to develop and instruct a capable cadre of leaders for the future that live and practice the PFD Way.

In situations where self-discipline breaks down, disciplinary action must be imposed. Punitive action should only be used in conjunction with other corrective measures designed to resolve the problem. The Department has a responsibility to help members “get back” or re-enter the organization after disciplinary action, as long as the members are willing to put forth a sincere effort to help themselves.

Each member must accept the varied responsibilities of this career. We are expected to be professional, smart, physically fit, compassionate and empathic. We are a team that delivers consistent quality emergency response service. This requires a high level of commitment and dedication to focusing on what is in the best interest of the organization and the public we serve. This is a commitment that must begin the day we enter the organization and endure throughout the length of our career.

The Phoenix Fire Department philosophy is intended to illustrate an environment in which the Department is committed to serving the
public and improving the potential of our members. We must identify organizational challenges as opportunities to improve while continuing to recognize positive aspects of the organization.

The Phoenix Fire Department is a family. To remain an exceptional team we must take care of each other. Consideration, discretion, acceptance and unity begin at home, within the family – the other members of our Department. To really be effective these traits must be practiced at every level of the organization. The responsibility to learn and practice this philosophy lies with each individual.

Members must make a conscious choice to belong. With this membership comes a commitment to excellence internally and externally. It is this affirmative commitment to each other and the community that has made us a successful department. Through constant assessment and change, this same positive commitment will lead us into the future.

**Philosophy and Culture**

**Section One: Make the Commitment**

*Being a member of the Phoenix Fire Department is a commitment to other department members, the organization, The Way and to the citizens of Phoenix.*

The Phoenix Fire Department is composed of a very diverse work force but one thing we share in common is the sincere desire to serve the citizens of Phoenix, Arizona. We are committed to serving the citizens of Phoenix. It is our goal to deliver fast, safe, effective emergency response. We strive for excellence in literally every contact with our customers, whether inside our outside the organization. We are held accountable for people’s lives and property and we take that pledge very seriously.
In many respects, the role of Firefighter is a higher calling. There are expectations for behavior and performance that are non-negotiable. When we go to work in the morning we know that the fight for our lives may be minutes away. We are prepared for that challenge. We care about each other and are committed to putting our lives on the line for our brothers and sisters.

Phoenix Firefighters train frequently, follow standard operating procedures and operate within safe guidelines in order to deliver the best possible emergency response. We take our commitments to each other, the department, Local 493 and the citizens of Phoenix very seriously.

Our integrity is measured through our daily interactions with one another. We are expected to follow the Golden Rule: treat others, as you would want to be treated. This applies to every member, at every rank, sworn or civilian. We are a family and we are fully inclusive.

There is no doubt the most important resource the Department has is its members, each and every one of them. It has been said that when an organization grows to the point that it is considered large, it loses its individuality. In other words, the individual member becomes less known in the system, and therefore less important. This does not have to be, and is absolutely not acceptable in our Department. No matter what position an individual fills in the Department, he or she is considered important and is to be treated as such.
Section Two: Be Accountable to Ourselves and Each Other

Each individual member of the Phoenix Fire Department is responsible and accountable for his/her own actions and for the well being of other members.

Members have a right to be different, as long as their behavior, appearance and job performance are not in conflict with the rules, regulations and organizational culture. Honoring and respecting individual and cultural diversity is critical in our department and society in general. Being flexible and non-judgmental are keys to developing heightened levels of acceptance within the organization. However, a member’s individualism may not be acceptable if it causes a significant distraction for the group (i.e. something that distracts from the professionalism of the member, or personal activities that put other department members at a disadvantage in the organization or in the community).

Members are provided with the training, equipment, procedures, leadership, supervision, and feedback necessary to prepare and guide them. But the bottom line is that each member is responsible for his/her own performance. If for some reason a member is unable to meet these expectations, he or she should bring this fact to their supervisor’s attention at the first opportunity.

When we become members, we, for the most part, give up our ability to misbehave in an independent manner. We may all suffer in the community for the actions of one of us. Remembering this should help guide our conduct at all times.

Each member’s stature in the organization is reinforced by his/her conduct and performance. No system can overcome a particular member’s lack of personal respect for himself/herself or respect for
others. To simplify this statement, you will only receive the respect that you earn, no matter what your formal position in the system. Your reputation is a valuable possession...guard it, and remember, it starts the day you enter the family.

Section Three: Be Self-Disciplined

Self-discipline is the foundation for managing behavior. Imposed discipline, when necessary, should be designed to correct the situation and return the member to a positive, productive and healthy position in the department.

A positive, well-balanced work environment is maintained by commitment and discipline, preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the Rules and Regulations of the department. In theory members should require very little supervision. Members are also expected to follow their supervisor’s directives in a cooperative, positive manner. Supervisors are responsible for identifying actions, behaviors and issues, which may lead to behavioral or disciplinary problems down the road.

The Department realizes that members may be faced with personal and/or work related challenges during their careers. When this occurs, they are expected to seek appropriate assistance. It is important to remember that professionals don’t let personal problems interfere with their performance. They recognize problems, address them, and correct them.

The Phoenix Fire Department offers a number of options for members who may consider seeking support. We encourage our members to seek help if a life or career-threatening situation is getting out of hand. These issues may be professional or personal
in nature. We offer a number of appropriate options, which will surely suit an individual’s needs for assistance.

The Phoenix Fire Department’s anti drug and alcohol abuse policy is firm. It is absolutely unacceptable for a member to use illegal substances on or off duty. **PHOENIX FIRE DEPARTMENT MEMBERS DON’T DO DRUGS…PERIOD!** Abuse of alcohol, prescription drugs, anabolic steroids or any other substances is not acceptable. The unauthorized use of alcohol, or the use, sale, purchase or possession of controlled substances at any fire department worksite is absolutely prohibited, and may result in the dismissal of those involved.

If disciplinary actions do become necessary, they should be corrective, progressive and lawful. Supervisor’s recommendations for disciplinary action should match organizational expectations and follow established procedures. Department supervisors will consider punitive disciplinary action only when absolutely necessary to solve the problem. Punitive action will only be considered for extremely serious violations or for situations in which lesser measures have not been effective. Punitive action should only be used in conjunction with other corrective measures designed to resolve the problem.

Taking shortcuts in the disciplinary process usually insures a negative result. A standard problem-solving approach can be taken in most situations involving misconduct or poor performance, and in doing so; the problem should be identified before a solution is developed. In other words, avoid the *“ready – fire – aim”* approach to discipline.

Guidelines describing Local 493’s role in the disciplinary process are clearly defined in the Standard Operating Procedures. Supervisors are to offer and provide union representation whenever requested. The union has accepted the responsibility to represent its members in the disciplinary process, whether they agree or disagree with the member’s conduct or behavior. Members should remember this and not chastise the union for requiring that the Department’s supervisors have “just cause” for their actions and follow “due process” whenever disciplinary action is being considered.
The Department owes it to the members to keep disciplinary proceedings confidential. This can avoid unnecessary embarrassment to the member and the Department. With the existing requirements of the Freedom of Information Act, and the high-profile coverage that our member’s misconduct can generate, it may be impossible to keep all disciplinary issues a secret. It is important within our environment that we attempt to protect the confidentiality of the process and the integrity and self-esteem of the member.

Section Four: Be a Good Supervisor

Supervisors play a crucial role in the Department. Our leadership is expected to mentor, guide and lead by example.

All supervisors, no matter what their level in the Department, are expected to carry out their duties in a considerate, respectful manner. Positive motivation is the preferred method of guiding members to be effective and more productive. Positive reinforcement, “catching members doing something right,” and citing positive performance has proven to be much more effective than identifying negative behavior or performance and punishing it. Positive, or in some cases improved behavior and performance, should be rewarded at every appropriate opportunity. Unacceptable behavior or performance should never be rewarded or tolerated. It must be immediately identified and corrected under the appropriate circumstances.

Supervisors are in an excellent position to strengthen team dynamics. Whether we are training, exercising or preparing our meals, firefighters are constantly building and reaffirming relationships. This helps us stay connected to one another, our department and the citizens.
Leaders look for opportunities to include members in new programs, explain departmental growth issues and mentor. Supervisors are an excellent resource for guiding a firefighter’s growth and promotional potential. Leaders have experienced promotional exams, extra curricular programs and community involvement. This experience should be shared with members at the appropriate times. It is up to supervisors to build a strong cadre of bright, safe, effective future leaders.

In order for supervisors to consistently tackle challenges in a positive manner, they must take a very flexible approach to problem solving. It is critical for supervisors to be good listeners. Are you really hearing what is being said and can you read between the lines if necessary? Leaders are also compassionate and empathic. If you can put yourself in the place of an individual, understanding the next step may be less complicated.

Avoid self-righteousness or making personal judgments when evaluating problems involving the conduct of others. Supervisors are expected to turn negative situations into positive ones whenever possible, keep problems in perspective, and address them at the proper level in the department. Effectively dealing with a negative situation can create loyalty and commitment from the member in the future.

Firefighters are skilled observers, which is why effective supervisors know it is critical to lead by example. Supervisors are under constant scrutiny and their actions should be above reproach. Coaching, counseling, encouraging, nudging, directing and other supportive behaviors go a long way toward motivating employees. But there’s no substitution for action. Managers must practice what they preach.

Supervisors don’t avoid problem people. In fact, good supervisors should make a point of spending time with problem people. Find
out what makes them tick. Take time to learn more about individuals who challenge us. A supervisor who attempts to be diagnostic with the work group in order to head-off problems before they occur will find that very few situations will get to the point where formal supervisory action is required.

Section Five: Be a Responsible Leader

Leadership is a critical element in maintaining the high standards of performance and the positive image of the Department within the community and the fire service.

There are many definitions of leaders in the Phoenix Fire Department. Some are formal leaders while others are informal leaders. Initiative and authority are crucial elements in the overall effectiveness and well being of the department. We should periodically ask ourselves whether our words or actions are undermining our ability to address future situations or problems that we may encounter with members of the department. It is extremely difficult for an individual to act unprofessionally in his/her work group, then attempt to take a professional approach to problem solving with the same group members. Actions speak louder than words.

All supervisors and leaders in the department should share their expectations up front with people for whom they are responsible and stress the accountability of each member. Those expectations need to be realistic and in concert with the overall expectations of the department. Expectations regarding behavior and performance are somewhat flexible unless the safety and well being of our members or customers is at stake. Leaders must remember that if they condone
a particular unacceptable act or substandard performance, they will most likely see it again in the future. Someone once said, “If you condone it, you own it.” This advice is appropriate at every level.

Firefighters are empowered to stop dangerous, negative, unprofessional behaviors and actions wherever they may encounter them. We are ambassadors of goodwill, safety and compassion. The Phoenix Fire Department holds all members, at all ranks, responsible for the actions of our workforce. We should seek opportunities to correct issues before they get big. We are professionals and know how to address these issues in the appropriate arena. This is what makes us leaders. We are all accountable for our own conduct and that of our co-workers.

True leaders, when faced with a problem must utilize an approach that is directed not only toward solving the immediate difficulty, but also improving the situation for the future. This facilitates a solution and teaches current (and future) leaders in the department a positive approach to problem solving. A member’s involvement in solving issues should always contribute to a positive, effective outcome. Always evaluate your effectiveness in particularly challenging situations and remember the lessons learned for the future.

Authority is dynamic and complex. In fact, authority is recognized as “the ability to influence a person’s behavior or performance without the apparent exertion of force.” Authority is most effective when it is supported with genuine respect. To be respected, a leader/supervisor must balance influence and leadership with performance.

Another important element of effective leadership in the Department is effective “followership.” Every leader is a follower in some other departmental group, function, or relationship. It is hard to sustain a reputation as an effective leader when you are an
ineffective follower. Place a high level of importance on followership, and don’t do things to your boss or leaders that you wouldn’t want people you’re responsible for (your followers) to do to you.

Section 6: The RBO Process and The Way

Labor and Management share an important partnership and commitment to maintaining or improving our environment. The Relationships by Objectives Process is managed according to the principals set forth in The Way.

The Phoenix Fire Department Way is based on the fundamental principal that our members are the foundation of the organization. The Department can be no better or stronger than its membership. Phoenix Firefighters Association Local 493 represents this membership and is invited through the Relationship By Objectives (RBO) process to participate in the design and implementation of the systems, procedures and processes that form the framework of our organization. The RBO process brings labor and management together in an open and honest arena to work through tough issues, deal with conflict, and reach agreement.

The Phoenix Fire Department Way is to manage new ideas and changes in the organization through the use of committees that represent both labor and management. These committee meetings are always open and advertised to all members. The Fire Chief and the Union President appoint the co-chairs of each committee. A correlating committee made up of management’s senior staff and the local 493’s executive board oversee the RBO process and discuss and decide on issues that could not be resolved through the normal process.
The RBO process is based on the principal that those who are the closest to the actual services we provide should be allowed equitable input into the system. The RBO process solidifies the relationship between labor and management. The emphasis of this partnership is tackling issues and seeking equitable solutions without damaging relationships.

The RBO process allows room for differing opinions without inviting disrespect or unhealthy politics. The end result is the Phoenix Fire Department is a fair, effective organization with “buy in” from all members, no matter what rank or position.

The RBO process works because both sides respect each other as being credible participants who have value to offer, and because both sides remain open to another point of view. Those are the basic values that drive the organization – in other words, the RBO process is the Phoenix Fire Department “Way”.

Section 7: Support Our Member’s Wellness Needs

The Phoenix Fire Department Way is founded on the principal that our members are the foundation of our organization. It is The PFD Way to support and empower all of our members.

Being a member of the Phoenix Fire Department means a commitment to supporting other members. We are a family! When one of our brothers or sisters is suffering or needs support, it is our duty to identify and address their needs.

The PFD Way is for Friends to Help Friends Get Help. The PFD Way is NOT to hide or avoid a member in need of help. We should always be alert to signs and symptoms of a member in need of our assistance.

The Friends Help Friends Get Help program establishes a system to identify a problem, connect the troubled member with the best resources, and actually help get them back to a healthy state. This
is a discreet, professional resource available to any member in need of drug, alcohol, relationship, financial, emotional, anger management, family support or addictive issues.

Our department is compassionate and committed to our member’s total wellness.

The Phoenix Fire Department Way is to participate in the IAFF/IAFC Joint Labor Management Wellness Fitness Initiative. The Phoenix Fire Department provides a comprehensive medical examination, a comprehensive fitness program, a medical/fitness/injury rehabilitation program and a behavioral health program. It is the duty of every member to actively participate in these programs to insure that they are always fit for duty.

It is the Phoenix Fire Department Way to share our pertinent life lessons so that we might enlighten our younger members. By talking about our own experiences we may spare new members from making mistakes that could cost them their reputation, their career or their life. This life lessons are critical for mentoring our new members.

It is the Phoenix Fire Department Way to provide the most realistic, meaningful and up to date training possible to our members. On going training is one of the most effective tools for keeping our skills sharp. This allows us to be safe and effective. It is the Way for all members to actively participate in this training and to strive to constantly improve.

It is the Phoenix Fire Department Way to employ second chance management that focuses all discipline on providing fair, equitable and realistic solutions designed to return the member back into their positive and productive ways. All Phoenix Fire Department discipline is corrective, progressive and lawful and always delivered in a sensible, humane, considerate manner.
Phoenix Fire Department members ALWAYS treat each other with: Consideration, Discretion, Acceptance and Unity. When this happens at all levels all the time, members learn that they can trust others and that they are trusted, and they learn that the organization cares about them individually as a person.

Section 8: Maintain a Positive Environment

*We must all accept the responsibility associated with maintaining a safe, positive, productive environment, delivering quality service, and for cultivating change and improvement in the future.*

The Phoenix Fire Department has outlined four behaviors that are to be practiced by all members. Remember these behaviors and practice them on a daily basis. They are:

1. **Consideration:** Be considerate of one another’s values, ideals, possessions, feelings, etc. Respect yourself, your colleagues and customers.

2. **Discretion:** Be discrete regarding personal information. If you are told something in confidence, keep it confident unless it jeopardizes someone’s safety or well-being. Don’t talk about members behind their backs. If you are willing to say it out loud, be willing to say to the member in person.

3. **Acceptance:** Accept our cultural, ethnic and gender differences. This diversity makes us stronger and better prepared to serve the needs of our community.

4. **Unity:** Value the unity of the Department. Our members have a strong commitment to each other. We are family and we take care of one another.

We hire our members with the expectation that, barring some unusual circumstances they will remain members for life. We owe a great deal of gratitude to Phoenix Firefighter’s Association Local 493 for its political involvement on our behalf. Thanks to their
efforts to secure our generous benefits we needn’t be concerned with the basic security needs for survival. We have abundant remuneration, which in turn allows us to concentrate our efforts on excelling at our duties to the community.

For the most part, members can be confident in knowing that if we consistently behave and perform professionally, we will remain secure in our career. Maintaining this environment requires a high level of professionalism from all members. It demands focused dedication and commitment to what is in the best interest of our organization and community.

The Phoenix Fire Department takes an exceptional approach to managing our members because our members are exceptional people. We are self-disciplined, highly motivated employees. As a department, we understand what is expected of us.

The input of our members is encouraged in the planning and implementation of new programs and operational changes. Involving our members fosters personal ownership. This is not to say that the union, members and management may always see eye to eye on every issue. In fact, a strong indicator of the value of our working relationship between Labor and Management has been our ability to find solutions to the issues on which we may differ. One goal on which we’ll always agree is to make Phoenix the safest, most progressive, professional fire department in the nation.

There are really very few organizational secrets, and creating unnecessary intrigue over an issue can result in distrust in the system. Other than personnel problems, disciplinary actions, issues involving litigation, and perhaps politically sensitive matters, it is best to keep issues in the organization out in the open for discussion.
Summary

And so we have it. A philosophy that describes in great detail the way Phoenix Fire Department members are expected to perform, behave, treat each other and interact, no matter what rank or position. Enacting this philosophy requires constant, conscious effort on the part of all of us.

This philosophy is intended to describe and maintain an environment in which the Department can remain committed to its mission to take care of one another and effectively serve the public. It’s also meant to keep members motivated, healthy, positive and productive.

“Organizational imperfections” may always challenge our department. In fact, sometimes they often provide the clues we need to direct change and create improvement in the system. But if we recognize imperfections as opportunities to continue to improve, then we can keep them in perspective and continue to positively move the organization along.

Phoenix Fire Department members are a family. Whether performing a line function, working as a staff support person, or as a volunteer, we rely on each other to get our jobs done right. It is critical to remember that to really be an exceptional team, everyone must take care of everyone else.

Being nice to one another is absolutely crucial to sustain a high level of service to our customers. Avoiding the use of terms “us” and “they” (unless you can identify specifically who “us” and “they” are) will help sustain unity within the department. Hazing new members or being disrespectful toward older, more senior members is damaging and will not be tolerated.
We each have the responsibility to leave this department better than we found it. We have the liability to pass along to future generations the appropriate traditions, values, knowledge and determination that has moved our department forward, and to personally give back to an organization that has given each member so much over the years, and continues to do so.

We are all members of the Phoenix Fire Department by choice. We are committed to excellence internally and externally. It is our positive commitment to quality service and to each other that has made us what we are today, and through constant assessment and change, will sustain us in the future.

This is The Way!

The Phoenix Fire Department, our family, helping yours.
The PFD “Way” defines the Departments personnel philosophy and organizational culture.

- Our organization provides consistent, excellent customer service.
- We support our members, Local 493, city leadership and our customers.
- It’s our goal to effectively manage change with constant improvement in mind.
- Firefighters demonstrate support for the organization.
- Members practice and promote the PFD “Way”.
- We pass on positive traditions and eliminate dysfunctional ones.
- We protect our reputations in the community.

Phoenix Fire Department Members Provide the Best Possible Service to Our Customers

- We seek opportunities to solve customer’s problems no matter how minor.
- Firefighters explore all resources for a positive outcome.
- We are closely involved in supporting governmental leadership through Local 493.
- Our members consistently treat all customers with respect and patience.
- Community welfare is a top priority.
- The department is dedicated to educate customers on safety, health and wellness.
- Firefighters pursue occasions to go the extra mile.
The PFD will provide the Best Possible Support to Our Members

- We practice consideration, discretion, acceptance and unity.
- Labor management relations are proactive and positive.
- Firefighters are advocates for one another.
- Our leaders practice proactive, positive management.
- Members treat one another with courtesy and respect.
- We support employee’s health, fitness, medical evaluations and rehab.
- Bosses are contemporary, smart, decisive and approachable.
- Our working atmosphere is pleasant and functional.
- Phoenix fire encourages on-going education, training, growth and promotional opportunities

The PFD “Way” Encourages Members to Fit PFD Member Characteristics

- As a team we are safe, smart, kind, professional, resourceful, flexible and open minded.
- We respect and honor each other’s unique personal qualities.
- Firefighters are highly motivated, self-disciplined and dynamic individuals.
- We possess high ethical standards and integrity.
- Our members are committed, accountable and cooperative team players.
- Skill development, training and education are high priorities.
- Members are devoted to good health and physical fitness.
- We are greatly appreciative of PFD benefits.
- Phoenix firefighters are nice, approachable and always helpful.
Phoenix Fire Department Members Manage Change and Growth

- We consider change an ongoing, dynamic process.
- Firefighters help other members adapt to change.
- Members promote the PFD “Way”.
- Labor and management strive to maintain a problem-solving environment.
- We actively seek opportunities to make things better internally and externally.
- We constantly communicate and share ideas in a positive manner.

The Phoenix Fire Department Legacy

- It is our duty to leave this organization better than when we joined it.
- Firefighters mentor new members and respect the old.
- We appreciate the prior contributions of our retired members.
- Our extended families are considered members of the department.
- Member’s actions, positive and negative have a direct impact on the PFD’s future.
Introduction

The Phoenix Fire Department has built a legacy of serving the citizens of our valley since 1886. It is a tradition of which we are very proud. The core of our strength as a department comes from our members, excellent customer service delivery, high professional standards and our personal pride in this very unique calling.

Firefighters are looked upon and perceived by the public as heroes. How many times in your daily duties do you hear, “thank you for what you do”? There is no greater compliment. The level of trust instilled in Firefighters is unmatched by any other profession.

When people need help, they call us.

As individuals we may be indistinguishable to the public. Our customers see the highly recognizable uniform that immediately identifies us as Phoenix Firefighters. Though our names and ranks are stenciled proudly on the front, we are perceived as one. As a whole we are admired, trusted and identified by our dark blue t-shirts and our big red trucks. That’s why we are expected to be on the same page when it comes to our actions and behaviors. We are professionals who have been entrusted to serve the public.

Our conduct both on duty and off must be exemplary. Phoenix Firefighters are judged by a higher standard. One misstep by a member tarnishes all members. It is a weighty responsibility but one that we all signed on to uphold. The gratification firefighters experience daily, simply by performing our duties, may be one of life’s greatest honors.

Phoenix Firefighters are nice, smart, safe, highly trained, professional problem solvers.
The Purpose of this Guide

The purpose of this document is to clearly define the Phoenix Fire Department’s customer service goals for our members. This should also help reinforce and establish our ongoing mission for all members.

*It is our goal to provide the gold standard in internal and external customer service at all times.*

As employees of the City of Phoenix, members of the Phoenix Fire Department and Phoenix Firefighters Association Local 493, our ultimate organizational goal is to provide the best possible service to the citizens of Phoenix. We have a personal, professional, and contractual obligation to be physically and mentally ready every time the alarm sounds. The proud members of the Phoenix Fire Department understand and embrace this mission.

Our jobs are multifaceted. However, the bottom line must always be **customer service**. A positive attitude is clearly a must. More than eighty percent of our calls are for some form of medical assistance, ten percent are for fires ranging from brush to buildings and ten percent are various service calls.

*Every call is very important to the person who called.*

Each dispatch is an opportunity to interact positively with the public. The experience should result in a satisfying resolution for the person who called. Although we may not be able to solve every problem, we should make an honest, good faith attempt, utilizing all of our resources to assist each person who calls.

The public trusts Phoenix Firefighters with their lives and property. Our customers rely on us to always do the right thing. This is a relationship dynamic that we must continually honor by maintaining high standards, integrity and spotless ethics.
As you move through your career, frequently ask yourself if it will pass “the headline test” and if the answer is no, don’t do it.

The responsibilities of firefighters in Phoenix and around the country have changed immensely. Our job is to serve the citizens of Phoenix in any manner that enhances their safety and well being as defined by the Fire Chief together with City Management, the Mayor and Council and the electorate.

The Duties of Phoenix Firefighters

Our continued employment at a respectable salary is dependent on our ability to recognize and implement revisions in our duties.

In most cases it takes our crews about four minutes to reach the scene of an emergency. That places us in a unique position. We are the principal safety net for our citizens. Emergencies may occur at any time during our shift. It doesn’t matter if we are participating in physical training, eating dinner or sound asleep. Phoenix Firefighters respond safely and quickly, any time, day or night.

It is our responsibility to arrive on the scene with a positive attitude and deliver fast, safe, professional service. This is our charge as defined by the Fire Chief, Phoenix Firefighter’s Local 493, the City Manager, the Mayor and Council and the citizens of Phoenix. Every single one of our members is expected to comply with this mission throughout their careers.

When The Phoenix Fire department was formed in the late nineteenth century, our only job was to extinguish fires. That has changed vastly over the years. In the eighties we adopted the responsibility of providing emergency medical services. That made us even more indispensable to the public. As emergency medical technicians and paramedics we literally save lives every day.

Our disaster mitigation responsibilities have expanded immensely. We are hazardous materials specialists, technical rescue specialists,
airport response firefighters, immunization providers, car seat installers, community education specialists, fire prevention experts, arson investigators, FEMA US&R responders… the list goes on and on.

Our customers depend on us for safe, effective emergency response and we will not let them down.

Most of us would fight fire for free, however we are paid to perform a variety of tasks, some of which may be considered occasionally routine and at times mundane. Professionals don’t judge the level of importance of dispatches. We arrive ready, willing and able to assist in any endeavor, large or small that we are called upon to help.

While we proudly wear “Phoenix Fire Department” on the back of our fatigue uniform shirts, we fill many other roles. It is crucial that we understand that we must be many things to many people. The services we deliver cover a very broad range.

The Phoenix Fire Department is continually exploring opportunities to protect and serve the citizens of our valley.

When there is a major fire, people trapped at an auto accident, or a child drowning, we experience a rush of adrenaline. Firefighters respond to emergent dispatches with vigor. We hustle to the truck, respond code three and deliver our problem solving skills with great enthusiasm. But a professional does a good job on every call.

It’s the routine dispatch, shift after shift that separates the professional from the amateur. Because of the high volume of calls we respond to, it is easy to become complacent. Each call is important. We must be professional every single time we interact with the public.
Always remember, we exist in a fish bowl. What we do is subject to the scrutiny of our customers, those observing our response and treatment, city officials, our supervisors and our peers. We have pledged to deliver the gold standard in customer service on every single dispatch. That’s a promise we intend to keep!

Compassion and Our Customers

Viewing those who receive our services as customers was once a major cultural change for many of us. That is no longer the case. Satisfying our customers is the ultimate goal in our career.

One important aspect of customer service is compassion. The ability to empathize with those we are serving gives us an edge. Our organization is in the business of helping people. Compassion is a vital trait that allows us to find the right treatment or approach for the people we assist.

Defining our customers does not have to be complex. Anyone we encounter fits the definition of a customer. Our customers are both external and internal; they are the individual who dials 911, hospital staff, law enforcement officers and our co-workers. Everyone we encounter should be considered a customer.

There is zero room for prejudice and intolerance in the Phoenix Fire Department.

Our treatment of the public begins with how we treat each other. Each of us has the right to be treated with dignity and respect. In turn, we have an obligation to treat others with the same dignity and respect. It is our diversity that makes us so capable and successful at serving the public. Remember that having compassion for each other opens the doors to better understanding our
differences. Often those differences are not as vast as we may initially perceive.

It is our mission to “be nice” to each person we encounter, no matter what ethnicity, socioeconomic status or demeanor. We would not be here if not for our customers and each other.

Every interaction with the public is an opportunity to positively impact public perception of the Phoenix Fire Department and its members.

We respond to nearly 150,000 dispatches each year. The people who call us with their problems are not interruptions to our work... they are our work. They depend on us and we depend on them. Our customers are the reason we continually train, stay fit and polish our skills as public servants and emergency responders.

On average each call we respond to is viewed by the person who called and two or three friends, relatives or bystanders. In a span of three to four years, nearly every person in Phoenix will receive assistance or view us treating a patient or observe our actions at a fire or other emergency. That places us in a truly unique position to educate the public through our appearance, attitude and actions.

It’s easy to do the right thing if you remember the golden rule, treat everyone, as you would like to be treated. Kindness, patience, compassion and consideration go a long way toward strengthening our ties to the community and each other. People have long memories; it’s up to us to make those recollections positive.
Our Customer’s Needs

Understanding our commitment to our customers allows us to provide useful input when decisions are made regarding City revenues. Our city leaders depend on us to monitor the community and respond appropriately by forecasting and providing for future needs.

*We must always be receptive to our customers.*

It’s our duty as emergency responders to be proactive. We provide a number of critical services to the most vulnerable of our citizens. Our firefighters protect the youth of Phoenix by teaching safety behaviors in school. We have increased the survival rates of heart attack patients by learning and using state of the art equipment, medications and the latest cardiopulmonary resuscitation techniques.

We provide immunizations, fire safety, public health and wellness education. Our fire prevention specialists regulate access, and ensure older buildings and new construction is compliant with the law.

Phoenix Firefighters explore opportunities to individually protect and educate the public. If we see an unprotected pool in a home where children live, we connect that customer to Phoenix Firefighter’s Local 493. Our union has a program in place to aid families that cannot afford a pool fence.

Each visit inside a customer’s home is an opportunity to check the batteries in smoke detectors. We carry replacement smoke detectors on our apparatus, along with batteries, which are meant for customers in need. These are just a few of the many services we perform that are above and beyond the basic call of duty and genuine way to demonstrate that we really care.
Our Phoenix Fire Department online web site at www.phoenix.gov/fire provides pertinent, timely information for the public. Our alarm room connectors are available around the clock to assist customers with non-emergent inquiries.

The importance of firefighting and emergency medical services will continue and we should embrace opportunities to learn new skills and deliver appropriate service. We have made it our business to look for opportunities to answer to the needs of our community.

*These are just a few examples of how we fulfill our life mission to serve the public.*

**Competition for Scarce Resources**

Demands on government are increasing faster than revenues. Competition for tax dollars is fierce. Today’s tax burden is already perceived as too high. State legislators and City Council members encourage competition from the private sector. Performing our jobs professionally, safely and efficiently will eradicate any threat from the private sector.

Our City leaders are accountable to the public for every penny spent on municipal services. As Phoenix Firefighters we are responsible for managing our equipment appropriately. It is unacceptable to hoard, waste or abuse our equipment. Our continued reliance on generous allocations is tied directly to whether we take care of our facilities, apparatus, tools and people.

*Waste or miss spending will not be tolerated.*

Our continued growth as a department depends directly on our ability to deliver the services expected by our customers. We enjoy an excellent relationship with city leaders, members of the community and local businesses. The Phoenix Fire Department and Phoenix Firefighter’s Local 493 are always seeking opportunities to solidify these bonds.
Maintaining close ties to the community ultimately benefits us and our customers when taxes are raised or bond elections are held.

Phoenix Firefighters are fortunate in that we have many opportunities to shape and redefine our jobs on a regular basis. That’s because we are constantly monitoring and forecasting the needs of our customers. We should always be flexible and receptive to change. The ability to adapt to change is the key to our future.

Attitudes, Actions and Accountability

Attitudes are infectious! We frequently experience opportunities to reinforce positive attitudes or to correct negative behavior. We are accountable to each other and our customers for our behavior, skills, knowledge and abilities.

Phoenix Firefighters exceed expectations when it comes to service delivery. That extra “wow” factor should be something we strive for in every encounter with the public, both on and off duty.

Our department enjoys a worldwide reputation for excellence. That reputation stems from our professionalism.

Should you witness an occasion of poor customer service, it is your responsibility to correct it immediately in the most appropriate manner possible. This type of “corrective” action isn’t a violation of our commitment to one another. Corrective action reinforces our commitment to the organization and the customer. Corrective action should never be viewed as punitive, especially if it is approached in a calm, mature and reasonable manner.

Point out examples of poor customer service or unprofessional behavior at the appropriate time. There’s a diplomatic way to communicate the correction. Remember, “letting it slide” perpetuates the perception that it’s okay. We have no room for negative attitudes or behavior on the Phoenix Fire Department.

Poor customer service is never okay.
Phoenix Firefighters have a number of opportunities each day to demonstrate the gold standard in professional behavior. We should seek situations in which we can prove our value to the community. Whether it is our physical presentation, driving, skills, tone of voice or station behavior, we must always remember that we are always accountable to our co-workers and the public.

Sloppy uniforms, inappropriate language and unprofessional behavior have no place in the Phoenix Fire Department. The fire station is a city facility, owned by the public. When a customer visits a fire station, we are duty bound to be polite, considerate and treat the visitor well. It doesn’t matter what time of day, whether chow is being prepared or if the crew is in the middle of a great movie, the customer comes first.

_anytime we are out in public, it is imperative that we monitor our behavior. Phoenix Firefighters are always professional, in the station, shopping for groceries, playing hoop at the local park or delivering service in homes and businesses._

If you find yourself becoming professionally complacent, just think back to your firefighter recruit oral board interview. Remember the promises you made to the department and the public?

Consider how difficult it was to earn this career. Let that be a reminder that Phoenix Firefighters are extremely fortunate to hold our sworn positions with the city.
We are extremely fortunate to have earned the right to belong to the Phoenix Fire Department family. We must never violate our professional standards and jeopardize our fortunate careers with this department.

*Our conduct, attitudes, performance and manners should always be at their best.*

**Customer Service Guide Summary**

The Phoenix Fire Department has a proud history of providing quality service to the citizens of Phoenix. We are genuinely caring, compassionate, professional, safe and accountable.

Our philosophy is really very simple. Use common sense. Treat others as you would want to be treated. Be nice and remember that everyone is a customer, internally and externally. An integral factor in our ability to carry on this tradition is commitment. We must remain committed to the department, each other, the citizens of Phoenix, training, safety and professionalism.

As professionals we must provide excellent service on each and every call, to each and every customer. We have a professional obligation to carry on the tradition of providing the gold standard in customer service delivery to those who need our assistance. That philosophy must be continued by each successive generation of Phoenix Firefighters.
The following list of directives along with the PFD Way represents the philosophy and conduct standards for members of the Phoenix Fire Department. The basis for these regulations is the following policy:

*Every member of the Phoenix Fire Department is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive manner, productive and mature fashion. Failure to do so will result in disciplinary action ranging from counseling to dismissal.*

**ALL MEMBERS SHALL:**

- Follow Operation Manuals and written directives of both the Phoenix Fire Department and the City of Phoenix.
- Use their training and capabilities to protect the public at all times, both on and off duty.
- Work competently in their positions to cause all department programs to operate effectively.
- Always conduct themselves to reflect credit on the Department.
- Supervisor will manage in an effective, considerate manner/subordinates will follow instructions in a positive, cooperative manner.
Always conduct themselves in a manner that creates good order, inside the Department.

Keep themselves informed to do their jobs effectively.

Be concerned and protective of each member's welfare.

Operate safely and use good judgment.

Keep themselves physically fit.

Observe the work hours of their position.

Obey the law.

Be careful of Department equipment and property.

**MEMBERS SHALL NOT:**

- Engage in any activity that is detrimental to the Department.
- Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
- Fight.
- Abuse their sick leave.
- Steal.
- Use alcoholic beverages, debilitating drugs, or any substance that could impair their physical or mental capacities while on duty.
- Engage in any sexual activity while on duty.
Phoenix Fire Department

Safety/Survival Guidelines
Introduction

Purpose
The purpose of this document is to reinforce safety guidelines and rules that describe the firefighter/fire company behavioral safety cycle. The focus is on safety, stated in simple terms with accountability for all members.

Policy
It is the policy of the Phoenix Fire Department to operate with the highest level of safety for all members, so injuries, accidents and property damage are reduced and prevented. All members shall operate safely at all times, and practice behaviors that demonstrate these skills in carrying out tasks to a successful completion.

The firefighter/fire company safety cycle includes specific stages of the operation supported by activities/tasks and safety behaviors. These elements are further supported by supervision and training which are critical to performing our job successfully and safely.

Safety Values
- Personnel are not empowered to compromise safety procedures
- Supervisors do not have the option as to whether or not to follow-up on those comprises
- Each member is accountable to always practice safe behaviors
- We will continually review our operations and actions for safety improvement

STAGES
The safety cycles begin with a clear understanding of the stages of our service. The following stages describe a typical firefighting scenario, however this cycle is applicable to all events to which we respond.
**STAGES:**

1. PFD Incident Etiquette
2. PFD Style
3. Pre-Incident Preparation
4. Call Intake and Dispatch
5. Company Alerting - Transmission of Response Information
6. In-Station Initial Response; Out-of-Station Initial Response
7. Response from Dispatch Point to Incident Site or Staging
8. Initial Arrival Command
9. Initial Arrival Staging
10. Hot/Warm Zone Driving
11. Initial Attack
12. Supported-Ongoing Attack
13. Ongoing Command
14. Rehabilitation
15. CID Support
16. Post Incident Critique

There are clear “safety connects/disconnects” that require us to “check in” on the safety of the current stage of operation before proceeding to the next one. If we are out of balance in the current stage, we must correct the situation before going to the next. This prevents the snowball effect that can create an almost irreversible cluster and very unsafe event.

Our risk management plan should begin with the first stage of our operations; (M.P.202.02B/202.05)

1. **WE MAY RISK OUR LIVES A LOT WITHIN A STRUCTURED PLAN TO SAVE SAVABLE LIVES**
2. **WE MAY RISK OUR LIVES A LITTLE WITHIN A STRUCTURED PLAN TO SAVE SAVABLE PROPERTY**
3. **WE NOT RISK OUR LIVES AT ALL TO SAVE LIVES OR PROPERTIES THAT ARE ALREADY LOST**
In practical terms, the time we had better be “doing things right” is when something goes wrong.

**Activities/Behaviors**

The following pages describe activities necessary to safely address each stage of operation along with behaviors that keep us checked-in on the safety of the overall operation. The behaviors which are in **BOLD PRINT** represent safety rules as opposed to guidelines.

The Captains serve a key leadership role influencing the behaviors of their crews. **Personnel are not empowered to compromise safety procedures and supervisors do not have the option as to whether or not to follow-up on those compromises.**

**IF IT’S PREDICTABLE, IT’S PREVENTABLE**

**Stage 1: PFD INCIDENT ETIQUETTE**

**Activity/Behaviors**

**Arrival Order:**

- RESPECT THE ARRIVAL ORDER – (M.P. 205.07)
- FOLLOW DRIVING AND STAGING PROCEDURES (M.P. 205.06/205.08)
- Review it as part of critique
- Play fair – stay in line – don’t swoop first arriving unit
- **DO NOT PASS APPARATUS TAKING A HYDRANT, UNLESS ORDERED TO DO SO**

**Follow Orders:**

- **WORK FOR THE INCIDENT COMMANDER (M.P.201.03)**
- **DO NOT FREELANCE** – work for command or sectors, don’t self assign (M.P.201.03)
- **GIVE ACCURATE INFORMATION** – PAR’S, Fire Control, All Clear, Loss Stopped, CAN Reports
- Work within SOP’s and assigned tasks
**Decisions and Actions:**
- IC’s assignments should match arrival order
- Should be driven by SOP’s
- Based on direct orders
- Calculated Decisions
- Speak clearly/plain English on radio
- Safety conscious attitude
- **OPERATE SAFELY AT ALL TIMES (M.P.202.05)**
- **SHOULD BE CUSTOMER SERVICE DRIVEN**

**Help those who need help:**
- Lead by example
- Know your crews limitations
- Young help the old (muscle & energy)
  - we all have strengths and weaknesses that compliment each other
- Old help the young (cunning & experience)
  - work within strengths of the crew. Draw from the Team’s strength
- Do whatever needs to be done - safely
- Everyone cannot be on the nozzle
- **BE PROFESSIONAL & COURTEOUS TO ALL INTERNAL AND EXTERNAL CUSTOMERS AT ALL TIMES**
- Improvise and overcome
- Be a mentor

**Stage 2: PFD Style**

**Activity/Behaviors**

**Controlled Aggressiveness/ Act Professionally:**
- Not rushed… not slow
- Professionalism in our appearance
- Always under control and well managed
- Cool, calm composed
- Professional
Relaxed but concerned

**DRESSED APPROPRIATELY FOR THE EVENT**

**BE NICE**

When things get worse we should get better

Leave egos at home

Mature highly experienced (collectively)

**SOP – Risk Management Driven:**

**ADDRESS SAFETY ISSUES** (M.P.202.05)

Standard conditions, actions and outcomes

Know the appropriate operational procedure

Stay within your role

Bring a positive attitude with you

Have the right tools

No Surprises

**CONFRONT AND RESOLVE ISSUES (PFD WAY)**

**Stage 3: Pre-Incident Preparation**

*Risk Management Planning Starts Here*

**Activity/Behaviors**

**SOP’s:**

- Review procedures
- Should be clarified and validated
- Must be communicated

**Training:**

**MUST BE CONSISTENT WITH SOP’S**

- Operations training with self survival focus
- Must be conducted at all levels
- Must be consistent throughout department
- Include drills, tabletops and discussions, CTC
- Include testing and evaluations to assure compliance
- Stay physically fit/fit for duty
- Include all members
Practice:
- Daily
- Practice how you want to play
- Single-company, multi-company, Battalion level, MCS, CTC
- From dressing out to completion
- Mental Aspects of Performance
- SOP’s
- Who does what – company should develop routine (Residential vs. Commercial)
- Communicate the plan
- Specific to type of company (Ladder, Engine, Special Ops)
- Specific to rovers, constant staffers, AWR’s

Pre-incident Tactical Planning:
- Know and protect your first due
- Tabletop with specific buildings
- Tabletop with specific incidents (house, strip mall, high rise, EMS incidents etc.)
- Tactical preplans and walk through included

Teams:
- Single company crews
- Multi-companies that respond together
- Attack teams with support functions

Ready State:
- CHECK APPARATUS (M.P.303.01)
- CHECK EQUIPMENT AND TOOLS
- SECURE TOOLS IN PROPERLY DESIGNED AREA
- SCBA – CHECK AND SECURE IN PROPER PLACE (M.P.202.05B)
- ACCOUNTABILITY – PASSPORTS, ROSTERS, HELMET STICKERS (M.P.201.03)
- Be familiar with MCT functions, map book, multi-residential map book
Stage 4: Call Received and Dispatched

Activity/Behaviors

Request For Service:
- Our first contact with customer
- CUSTOMER SERVICE DRIVEN (PFD WAY)
- THE REASON WE ARE HERE

Information Gathering:
- Be calm and courteous
- Ask appropriate questions (specific to call type)
- What corner; exact location; Apt #; business name
- Infectious disease information
- Determine appropriate nature code
- PTI information

Dispatch - Deployment Processing:
- Potential violent incidents require a higher level of deployment and attention (Car 958 TLO)
- Timely manner
- Consider terminology
- Process all information received
- Accurate information, i.e. structure fire or hot water heater
- Self-help instruction

Actual Dispatch:
- Dispatcher’s voice, inflection and urgency (modulation and articulation) consistent on all dispatches
- Follow order model
- Vocal message regarding additional MCT/PTI information

Response - En route:
- Confirm urgent messages via radio
- Update incident information as needed and communicate with crew
**Stage 5: Company Alerting – Transmission of Response Information**

**Activity/Behaviors**

**Vocal:**
- Listen to dispatch
- Be in a position to respond
- Calm and professional reaction
- Know your first due
- Be prepared to respond under manual mode
- Captain should assist in routing unit to call

**MCT:**
- Captain’s function (Engineer watch the road)
- Monitor for additional information
- Use tactical premise data
- Acknowledgements

**Radio:**
- Use communications order model
- Check for proper tactical channel

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**Stage 6: Initial Response/In-Station and Out-of-Station**

**Activity/Behaviors**

**Turning Out:**
- **NEVER TURNOUT EN ROUTE WITHOUT SEATBELT ON (M.P.205.08)**
- Pull off road if necessary
- Turnout prior to getting on apparatus or after arrival on scene
- **CAPTAIN SHOULD CONTROL PACE (M.P.205.08)**
Starting:

- ALWAYS USE SEATBELTS (M.P.205.08)
- SAFETY CONSCIOUS ATTITUDE (PFD WAY)
- Should be controlled and professional

Briefing:

- Captain communicates with crew en route
- Begin to formulate IAP
- Accountability of crew is critical

**Stage 7: Enroute Response**

Activity/Behaviors

**Driving:**

- Conservative, consistent, and safe response
- **CODE-3 REGULATIONS ARE RULES NOT GUIDELINES (M.P.205.08)**
- Routing is the Captain’s role
- **ENGINEER’S ROLE IS DRIVING – AND KNOWING WHERE THEY’RE GOING (M.P.205.08)**
- **NO PASSING OF OTHER UNITS UNLESS ACKNOWLEDGED USING THE COMMUNICATION ORDER MODEL (M.P.205.08)**
- Expect not to be seen or heard by other drivers, operate accordingly

**Turning out:**

- Turnout before departure
- Turnout in staging area if necessary, while apparatus is stopped
- **STAY SEAT BELTED AND RESTRAINED UNTIL PARKING BREAK IS SET**

**Riding:**

- Focus on your specific task
- Captain’s use MCT and be second set of eyes and ears, Engineer drives
Firefighter always assists defensively-another set of eyes, backing spotter; spotter for safe maneuvering

**DO NOT REMOVE SEATBELTS OR RELEASE DOOR LATCHES UNTIL APPARATUS PARKING BRAKE IS SET**

**Information Management/Communication:**
- Add yourself to call utilizing “AU” function
- Utilize radio, MCT, face-to face
- Communicate with crew, other companies, AHQ
- Consider using cellular phones to contact call back number
- Contact AHQ for additional information
- Use map books; multi residence map book; street and hydrant guide when MCT is not functioning
- Use tactical premise information

**Stage 8: Initial Arrival – Command (M.P.201.01)**

**Activity/Behaviors**

**Strategy Determination – Management:**
- **MUST BE BASED ON RISK MANAGEMENT PLAN (M.P.201.01 - M.P.202.02B)**
- **DECLARE STRATEGY – OFFENSIVE OR DEFENSIVE-MARGINAL (M.P.201.01)**
- **SIZE UP AND CALL FOR ADDITIONAL RESOURCES EARLY**

**Radio Report:**
- **GIVE ON SCENE REPORT**
- **DECLARE YOUR STRATEGY**
- **INCLUDE ACCOUNTABILITY (M.P.201.03)**
- Have additional units respond CODE-2 with nothing showing
- Use order model, additional units approach from different direction when possible
- Short and concise, controlled, proper tactical channel
Round Trip Ticket:
The Captain verbalizes the IAP with the crew prior to entry
The plan includes the way in, the way out, and work to be accomplished
   - Big box/commercial-find the fire safely
   - Residential-find the victims
The Captain continuously monitors the time and progress

Command Assumption:
- FOLLOW SOP’s
- CAPTAIN MUST ASSUME THE MODE SELECTED
- INITIATE ACCOUNTABILITY SYSTEM – announce locations
- Account for RIC
- Consider on deck company once tactical priorities have been met

Evaluation:
- SECURE WATER SUPPLY – TAKE A HYDRANT (M.P. 202.12E)
- Recon the building
- Consider set up time/Second supply line
- Consider additional resources

Apparatus Placement:
- FOLLOW SOP’S (M.P.205.07)
- Apparatus should not block traffic lanes of other apparatus at fire scenes, rescue’s park out of the way, leave a spot for Ladder
- Heads-up when exiting apparatus - looks both ways; check for hazards
- Rescue personnel need supervision and attention - assign to companies or sectors for accountability
- Careful consideration of command position
- PLACE APPARATUS TO PROTECT SCENE AND FIREFIGHTERS (M.P.205.07A)
- Reduce emergency lights to what is essential for a safe operation
Crew Assignments:

- **FOLLOW SOP’S (M.P.201.01)**
  - Stay with Captain, wait for Captain’s orders/directions
  - Firefighters support IAP command, crews/sectors/branches support IAP
  - Rescue crews should be assigned to a crew or sector

**Stage 9: Initial Arrival - Staging**

**Activity/Behaviors**

**Staging: (M.P.205.06)**

- **FOLLOW SOP’S (M.P.205.06)**
  - Allows command to formulate & implement plan
  - Used as initial resource pool
  - Level I staging (M.P.205.06) is:
    - **AUTOMATIC WHEN 3 OR MORE COMPANIES ARE DISPATCHED**
    - Use your radio to coordinate actions when units simultaneously arrive
  - Level II (M.P.205.06)
    - first arriving Engine Officer assumes staging officer responsibilities
    - subsequent arriving units check in with staging officer

**Reporting:**

- **FOLLOW SOP’S (205.06A)**
  - Use assigned tactical channel for staging
  - Use order model
  - Be specific/plain English

**Spotting:**

- **FOLLOW SOP’S (M.P.205.07)**
  - Stage on hydrant
  - Announce direction of travel
  - Second in company consider alternate direction of travel into the scene
When Level I staged, if you feel command is not aware of your location/status use order model and advise command

**Assignment:**
- Pay attention stay focused
- Share information to help command
- Recon from your position
- Be patient
- Prioritize your messages
- Understand strategy and how your crew may fit in
- Communicate with your crew

**Response:**
- Proceed safely to assignment
- Use prudent speed

**Stage 10: Driving Hot and Warm Zones**

**Activity/Behaviors**

**Speed Limit/Driving Procedures (M.P.205.08)**

- FOLLOW SOP’S
- ENGINEER FOCUS ON THE ROAD AND DRIVING
- FIREFIGHTERS SEATBELTED (M.P.205.08)
  - Drive conservatively and defensively
  - CODE-2 when appropriate
  - Use prudent speed
- Captain focus on the assignment
- Captain assumes responsibility for safe operation
- ALWAYS WATCH OUT FOR MOVING OR NON MOVING FIREFIGHTERS (M.P.205.08)
  - Work as a team
  - Assist each other if possible
  - Consider lighting
  - Use warning lights
Tactical Positioning – Spotting: (M.P.205.07)
- Do not block access
- Consider ladder/truck placement
- Consider collapse profile
- Consider overhead wires/obstructions
- Do no become an exposure (radiant heat)
- Protect crew during dismount or other activities near apparatus
- Protect engineer/ turned out when appropriate
- Protect crew in staging from violent activity

Stage 11: Initial Attack

Activity/Behaviors

Attack Planning With IC:
- **ESTABLISH STRONG INCIDENT COMMAND**
- **REMEMBER FIREFIGHTER SAFETY (M.P.202.05)**
- Maintain composure and stay focused
- Move deliberately
- Good command location
  - Captain with crew
- Specific mode
  - Nothing showing; Investigative mode
  - Working fire; Fast attack mode
- Conscious size up; COMMERCIAL vs. RESIDENTIAL
- Call for additional resources early

Portable Radio Communications:
- Be on correct channel and check it frequently
- **ALWAYS LISTEN TO YOUR RADIO**
- Follow order model
- Everyone must always have a radio
- Consider keeping radio in a pocket and utilizing LAPEL MIKE
Determination of Initial Mode and Strategy: (M.P.201.01)

- ANNOUNCE MODE AND STRATEGY
- Is it correct, OFFENSIVE VS. DEFENSIVE
- Crew understands mode of operation and strategy
- Frequently evaluate and adjust mode and strategy when needed
- TAKE A HYDRANT – SECURE YOUR OWN WATER SUPPLY (M.P.202.12E)

Attack Orders:
- Share the plan with your crew
- Follow tactical objectives - ALL CLEAR, UNDER CONTROL, LOSS STOPPED (M.P.202.02A)
- Assign rescue units to engines or ladders if possible

Buddy System:
- Buddy check – use of turnouts (PFD WAY)
- Communication is the key to a safe operation
- ONE GOES OUT WE ALL GO OUT (M.P.201.03)
- Practice – know what each other is doing
- Develop and implement your search plan

Accountability: (M.P.201.03)
- USE IT AND COMMUNICATE IT
- USE PASSPORTS – ACCURATELY AND IN PROPER LOCATION
- PASSPORTS UPDATED WITH CURRENT NAMES
- KEEP ROSTERS UPDATED WITH CURRENT NAMES
- CORRECT HELMET I.D.
- MAINTAIN PARS AT ALL TIMES
- ENSURE PAR REPORTS ARE ACCURATE
- Everyone is responsible for everyone else

Initial Hose line Management:
- Right size for the right fire in the right place (Consider STANG GUN, PENETRATING NOZZLE when appropriate)
- Manpower at entry points to manage hose lines
Tactical Priority Management:

**FIREFIGHTER SAFETY**

Focus on and follow tactical priorities – **ALL CLEAR, FIRE CONTROL, and LOST STOPPED**

Interior Access Control:

- Residential vs. commercial
- Do not abandon line/houseline is lifeline
- Protect your access and egress

Entry and Exit Management/Round Trip Tickets:

- CREW MEMBERS MUST BE WITHIN VISION, VOICE OR TOUCH CONTACT WITH EACH OTHER AT ALL TIMES
- USE PASSPORTS, INTERCOMS, TIC CAMERAS
- ENTER WITH BUDDY SYSTEM AND MAINTAIN IT (M.P.201.03)
- CAPTAIN SHOULD KNOW POSITION AND FUNCTION OF CREW
- CAPTAIN SHOULD BE WITH CREW
- CAPTAIN CONTINUOUSLY MONITORS THE TIME AND PROGRESS

**Stage 12: Supported On-Going Attack**

Activity/Behaviors

- On deck crew

Attack Line Backup:

- SAFETY IS ALWAYS A PRIMARY CONCERN
- TAKE A HYDRANT SECURE YOUR OWN WATER SUPPLY (M.P.202.05)
- Consider size and placement
- Where and who are you working for – accountability

Expanded Support:

- Take the right apparatus – Ladder vs. LT
- Consider using squads for ladder work
Ventilation:
- safety is always a primary concern
- correct mode and type of ventilation
- communication and coordination
- consider equipment needs
- consider two saws
- two means of egress

Forcible Entry:
- use of correct company – Ladder, LT, Squad
- forecast the need, think ahead, where it is required
- use of primary exits

Access Provision:
- use of lighting
- have a secondary access & egress
- consider possible victims (remove victims from fire vs. remove fire from the victims)
- apparatus placement
- back up lines for personnel safety and protection of egress points

**Master Stream Development:** *(M.P.202.12E)*
- Plan early
- Consider required resources
- Placement is the key
- Water, water, and more water
- Select the appropriate tip

**Loss Control:** *(M.P.202.12)*
- Salvage work *(M.P.202.12A)*
- Overhaul *(M.P.202.12B)*
- Occupant services sector *(M.P.202.12C)*
- On going loss control considerations (preserving the scene/arson)
- Critique sector *(M.P.201.05C)*
Integration of Additional Resources:
- Early sectorization
- Plan ahead
- **THINK ACCOUNTABILITY, SAFETY AND CUSTOMER SERVICE**

Progress Reports:
- Between companies
- Between sectors/within sectors
- With command
- Air management, monitor the **“WORK CYCLE”**
- At completion of task
- Periodic CAN reports
- Command updates to AHQ

Recycle:
- Not rehab… your going back to work
- 1st bottle off the truck, 2nd bottle from the utility
- Crew leaves together and returns to sector together
- Be prepared to go right back to work
- Check in/check out with the Sector Safety Officer when recycling

**Stage 13: ON-GOING COMMAND**

Activity/Behaviors

Risk Management: (M.P.202.02B)
- **TRANSFER COMMAND (FIRST ARRIVING BC)**
- **EVALUATE AND CONFIRM STRATEGY**
- **FREQUENTLY CHALLENGE THE PLAN. IS THE RISK WORTH THE BENEFIT? IF NOT, STOP DOING IT!**
- **WE MAY RISK OUR LIVES A LOT WITHIN A STRUCTURED PLAN TO PROTECT SAVABLE LIVES**
- **WE MAY RISK OUR LIVES A LITTLE WITHIN A STRUCTURED PLAN TO PROTECT SAVABLE PROPERTY**
- **WE WILL NOT RISK OUR LIVES AT ALL TO SAVE PROPERTY THAT IS ALREADY LOST**
**Sectorization – Expanded Organization:**
- Sectorize early, support sectors with Command Officer as soon as possible
- Manage completing tactical priorities
- Manage on-deck & recycling crews
- Resource allocation in sector
- Don’t overload a sector, (span of control) – consider a “BRANCH”
- Harden entrance and exit points in sector/manage work rest cycle of interior companies

**Safety Officer Activity:**
- Battalion “FIT” can assume Safety Officer”
- When assigned to a sector, Command Officers manage completion of tactical priorities for that sector
- Establish hazard zone
- Manage “Work Cycles”- air management
- Resource needs (RECYCLE CREWS)
- Share plan with all crews on the scene
- Consider CID needs
- Re-evaluate decisions periodically…things change

**Elapsed Time Management:**
- Know how long we’ve been interior (WORK CYCLES/AIR MANAGEMENT)
- Evaluate current strategy
- WHAT’S THE STRATEGY OFFENSIVE OR DEFENSIVE AND COMPARE TO RISK MANAGEMENT PLAN (M.P.202.02B)
- GET PARS (M.P.201.03)

**Command Expansion – Support Officer – Senior advisor:**
- Use the CV
- BC’s assume command
- Second BC should be assigned to key tactical positions
- BC “FIT” is initial support officer
- First arriving Deputy Chief assumes Senior Advisor role
- Anticipate the need to expand the IC system
Don’t wait until it’s big
Should be routinely established
Get BC’s into key sectors as soon possible

**Accountability Expanded:**
- ESTABLISH ACCOUNTABILITY SECTOR
- ESTABLISH ACCOUNTABILITY PLAN
- Get resources to support the sector, companies can be used

**Stage 14: REHABILITATION (M.P.202.08)**

**Activity/Behaviors**

**Command – Sector – Coordination:**
- Recycle vs. Rehab
- Rehab prior to going home
- Recycle, then back to ready state for other assignments
- Set up early – rehab truck
- **GET COMPANIES TO SUPPORT OPERATION/ALS COMPANY, RESCUE AND UTILITY TRUCK**
  - Consider multiple sites
  - Rehab customers/other agencies
  - Relocate if needed (smoke migration)

**Crew Rotation Management:**
- First in, first out when possible
- Consider ambient temperature

**Accountability “auditing”:**
- Crew should be intact and stay together
- **USE PASSPORTS (M.P.202.08) ENTERING/EXITING REHAB SECTOR**

**Rehabilitation Management:**
- Recycle – work - rest cycles
- Rehab crews coming in (level I)
- Staged crews ready for reassignment (level II) separate from level I
Consider multiple sites
De-commit/release crews
Consider media location – not to close to rehab

**Medical Support:**
- Conduct physical assessment of all members
- Hydration and cooling
- Treat them for any injuries
- Transport them if necessary
- Consider CID
- Monitor your crew for remainder of shift

**Stage 15: CID SUPPORT (M.P.105.01B)**

**Activity/Behaviors**

**Command – Sectors – Captains:**
- Consider severity of incident
- Consider amount of exposures to crews
- Monitor member’s ability to cope
- Evaluate possible affect on members and citizens
- On-going, successful, pre-briefing is the key to minimizing de-briefing needs

**On-Scene Management:**
- Focus on team work
- Rotate crews away from scene
- Keep an eye on each other

**MINIMIZE EXPOSURE (M.P.105.01B)**
- Utilize post-incident critique to check in with everyone

**CID Team Contact Can Be Made (as needed/desired):**
- By CAD information
- Through Alarm
- Through Chaplain
- Through BC/Command
By anyone
For other agencies
CR Vans

**Stage 16: CRITIQUE / POST INCIDENT REVIEW (M.P.201.08)**

**Activity/Behaviors**

**Level of Critique:**

- Performed at the appropriate level – immediate, tabletop, Battalion level, Department level
- The critique event should communicate learning experiences
- A non-threatening atmosphere should be encouraged and maintained
- Conducted prior to companies going available/timeliness is important
- Include accountability of actions
- Should involve company officers and entire crews
- Should include customers point of view
- Include initial dispatch
- Order of response and number of units
- Based on SOP’s
- Include tactical/operational safety
- Pre-briefing/defusing/debriefing

**Standard Format:**

- Training for critiques
- Focus critique on:
  - Firefighter safety
  - Survival
  - Welfare
  - Conditions
  - Fire
  - Structural safety
SAFETY AS A KEY PART OF POST INCIDENT REVIEWS

The purpose of conducting safety Post Incident Reviews will emphasize firefighter safety by: reinforcing safety behaviors; assessing the current level of safety (measure how we are doing) and identifying areas where safety improvements can be made.

Post incident safety reviews can yield tremendous results and benefits to all fire department members. The greatest benefits are gained by individuals realizing they have ownership of the safety plan and other aspects of the incident.

The post incident review should be conducted after all working incidents as soon after the event as is practical and the situation has been stabilized. Reviews should be conducted for single company events as well as multi-company events and should be conducted for the following:

1. Fire incident
2. EMS incidents
3. Haz-Mat incidents
4. Special operations incidents
5. Training exercises
6. Any other event that may benefit Fire Department members

Generally, we will benefit most when we conduct post incident reviews at the incident scene. The information is fresh in everyone’s mind and the scene can be toured to reinforce learning.

The post incident review should include all members involved with the operation. Everyone can benefit from the experience of others. The BC’s Company Officers or whomever was command should facilitate the group through the review.

The reverse side of the tactical worksheet and safety check lists are good tools to assist in leading a safety review discussion of any incident. Use visual references at the scene, as they can be quite helpful. Someone should keep notes. They can be referred to when listing lessons learned or reinforced, identifying any training needs or developing follow-up action plans.

The focus of the review should be on firefighter safety and survival, and customer service. Reinforce all positive safety behaviors. Individual successes should not outweigh the safety of the overall operation or crew.

The post incident review should be concluded on a positive note. Single company Safety reviews conducted by BC’s or Captains after incidents or training sessions can be used to chart a company’s safety improvement or focus on areas in which a company may need improvement.
Fire Protection

Continue to provide the people in our neighborhoods the highest level of life and property protection from fire and other related disasters through the following actions:

- Respond safely and quickly/follow SOPs for safe effective evacuation.
- Always manage secondary damage in a way that minimizes loss.
- Train for readiness/improvement.
- Identify, preplan, and train on tactical hazards in your first due area.
- Critique and follow up on lessons learned to continually improve.
- Prevent fires within your company’s capability.

Medical Services

Continue our commitment to establish partnerships that will provide the Customers in our neighborhoods exceptional medical services with the highest level of prevention, appropriate care, and transportation through safe and quick response, and highly trained members.

- Respond safely and quickly/follow SOPs for safe effective execution.
- Evaluate, treat, transport, and document appropriately.
Train for readiness/use medical and community resources to expand medical skill and continue medical education to all members.

Use all available resources to help improve the health and welfare of the people we serve.

Use Continuous Quality Improvement (CQI) in a positive manner to follow up on lessons learned in the delivery of services to our customers.

Communicate effectively; face to face, electronically, and in written form.

Practice compassion and consideration for everyone, including patients, family, Medical community, bystanders and fire department members/show that you care.

Human Resource Management

Continue to take care of yourself physically and mentally; and help other Department members take care of themselves.

Practice positive, sensible, humane, progressive, everyday management of self and others.

Treat each other and the public with dignity and respect.

Practice total wellness (PT, medical, rehab, MAP, CISD, EAP, Chaplain).

Always follow SOPs.

Communicate and practice effective listening.

Use open lines of communication with union representatives and department staff members to get your ideas into the system.

Continually train and develop for personal and professional growth.
Recreate, eat, bond, rest, TV…watch PFN (Have FUN!!)

Practice the “PFD Way” with emphasis on consideration, discretion, acceptance, and unity.

Maintain pride in your appearance.

Consider, participate, and support positive change as an on-going PFD process.

Work to strengthen interpersonal relationships, they are the foundation of the future.

Physical Resource Management

Continue to provide and maintain the physical needs of fire department members, including fire stations, supplies, fire apparatus, and equipment.

Maintain fire stations, fire apparatus, and equipment in a constant state of readiness with an emphasis on pride in appearance.

Use and care for physical resources as if you personally bought them.

Continue to maintain the readiness of safety equipment and use it properly.

Provide ideas to make the job easier, safer, and more enjoyable.

Continue to actively participate in the community to provide for the safety and well being of the people who live in our neighborhoods.

- Conduct community events.
- Participate in all types of “Urban Survival” programs.
- “Connect” our customers with the appropriate agencies.
- Practice good media and public relations.
- Support the investigation of fires.
- Support fire prevention services for new and existing buildings.
- Practice a positive image everywhere/all the time.
- Consider every person a customer.
If you have questions or need assistance:

We have several options for professional care and advice. The designated provider for the Phoenix Fire Department (sworn and civilian) and Local 493 is Ron Tapscott who is best reached at 602-722-4087.

We also have an external provider for employee assistance services. CONTACT Behavioral Health Services has a personal, 24-hour crisis intervention line that is answered by trained and licensed counselors. They also have a list of providers and specialists throughout the Valley. They can be reached at 1-800-222-8335.

You can also call: Andy Arredondo at 480-710-5109 and / or Health Center / Dr. James Fleming at 602-495-5797 or 602-534-3937

Additionally, Cigna and Blue Cross / Blue Shield insurance plans offer counseling services as well.

If you know someone struggling with an issue, help them get help.

Caring for the entire Phoenix Fire Department family
Fires in Single Family Dwellings

Committee members who developed this book
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Developed through a cooperative effort between the Fire and Rescue Departments of
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INTRODUCTION

BACKGROUND

1.1.1 Statistically, the fatalities in single-family dwellings in Northern Virginia seem to mirror the national average. Most fires and fire fatalities occur in residential occupancies.

PURPOSE

1.2.1 To describe single-family dwellings, which comprise a large portion of the structures throughout Northern Virginia.

1.2.2 To point out the construction features of such buildings with regard to protecting life and extinguishing fires.

1.2.3 To describe the hazards associated with these types of structures and recommend precautions that should be taken.

1.2.4 To establish standard tactics for fires that occur in such structures.

1.2.5 To establish tactics for operations for engine, truck and rescue companies for fires that occur in such structures.

1.2.6 To reduce the loss of life and property by establishing a standard method of operation for companies combating fires in single-family dwellings.
2 DESCRIPTION

2.1 DEFINITION

2.1.1 The phrase “single-family dwelling” is widely recognized throughout the fire service. In Northern Virginia, a single-family dwelling simply means, “a detached structure constructed to house one family as a place of residence”.

2.2 CHARACTERISTICS

2.2.1 The structure may be found in several different settings, most commonly as part of a housing development surrounded by similar type dwellings. The structure may also be found situated somewhat alone on a property in a rural setting. Access may be simple or complex.

2.2.2 The interior area of the structure may also vary. The construction cost and value dictate the square footage. Expect many extremes throughout a typical first response district. Knowledge of the company’s first due is the only sure way to be familiar with these types of structures.

2.2.3 These types of dwellings may vary in height from one to three stories. The grading surrounding the dwelling may affect the height.

2.2.4 These types of dwellings may be serviced by several utilities. Water, sewer, gas, electric, and communications systems are most often found within these occupancies.

2.2.5 There are several common types of single-family dwellings found in the Northern Virginia region: 1- story rambler or ranch, 1½-story Cape Cod, 2-story colonial, 2-story split level, 2-story split foyer, 2-story balloon frame, and 1 to 3- story unique designs.
CONSTRUCTION

3.1 TYPES

3.1.1 Class 5, Wood Frame, is generally found throughout Northern Virginia. Some houses of ordinary construction may also be found.

3.1.2 Platform-frame construction is the most common type; however, there are many balloon-frame-constructed homes in some areas.

3.1.3 The use of lightweight trusses has become common place. The truss can be found in several applications in a single-family dwelling.

3.1.4 The most prudent action a company can take is to become familiar with the type of construction used during the building of homes in the response district.

3.2 ROOFS

3.2.1 Roof framing for these structures generally falls into two broad types: conventional and lightweight.

3.2.2 Roof decking generally will be 4 X 8-foot sheathing. Dimensional lumber, typically 1 X 6 or 1 X 8-inch boards, may be found in older structures.

3.2.3 Roof covering will generally be shingle over paper, or a variation thereof. The vast majority is either asphalt shingles or cedar shakes.

3.2.4 The most common style of a roof is the peaked or gable roof, or variation thereof. The pitch on this type of roof may vary.

3.3 ATTICS

3.3.1 Attics are generally of two styles. The attic space found when a roof is constructed of trusses is usually non-finished without a full floor. This space is commonly used for storage. The attic space found when a roof is constructed of rafters can be finished and floored. This space may be used for storage or as an occupied living area, usually a bedroom. In cape-cod style homes, the presence of knee walls should be suspected.
3.3.2 Most attics are used for storage only. Access can be gained by one of three ways: a scuttle located in the hallway outside the bedroom or in the master bedroom closet, a “pull-down” stairway, or a constructed stairway found mostly in older homes. Constructed stairways are normally accessed through a doorway and lead to a floored attic.

3.4 WALLS

3.4.1 Dimensional lumber, 2 X 4-inch in size, is generally used for framing in wall construction. Larger sizes may be found where added insulation is desired. Metal studs may occasionally be encountered.

3.4.2 Exterior sheathing of many types may be utilized. Insulated material or wood are common types of sheathing.

3.4.3 Exterior coverings may include wood, brick, vinyl, aluminum, and asbestos to name a few.

3.4.4 Interior coverings for walls are generally made of gypsum or “drywall” as it is commonly referred to. Lightweight paneling may also be found in some areas. Plaster and metal or wood lath wall construction may be encountered in some older homes.

3.4.5 The insulation material used within exterior walls is generally fiberglass. Wood cellulose, rigid plastic foam, or other blown-in material may also be found.

3.5 FLOORS

3.5.1 Floor beams are generally of two types: wood timbers or steel “I” beam. Wood or steel columns, or masonry walls or piers may support them.

3.5.2 Joists are generally of three types: dimensional lumber, truss, and plywood "I." Dimensions will range in size depending on the length of the span and the load the truss will carry. The truss is designed to carry a load over the greatest span using the least amount of material.

3.5.3 Floor decking is generally of two types: hardwood boards or plywood sheets.

3.5.4 Floor covering may vary greatly depending on the builder’s constraints or the buyer’s preference. Common types are carpet, vinyl, or tile.
3.6 BASEMENTS

3.6.1 Single-family dwellings will be set on a concrete slab, have a crawl space, or full basement underneath. Basement entry may be from an exterior and/or interior stairway.

3.6.2 Slab and basement floors are commonly poured concrete. Crawlspace floors will usually be dirt or gravel.

3.6.3 Crawlspace and basement walls are generally built of block or poured concrete. If the basement is finished, wood or metal studs covered by drywall or paneling may be found.

3.6.4 Unfinished basements allow the fire to directly attack the structural components and quickly enter void spaces.

3.7 WINDOWS

3.7.1 A common style of windows utilized in single-family dwellings is a double-hung, sliding-sash type. The glazing may be of single, double, or triple thickness. Many other styles of windows may be found and should be noted during preplanning and size-up opportunities.

3.7.2 Casement windows create a special hazard. These types of windows are found in construction dating from the late 1940s to the late 1960s. These windows have steel frames set in concrete or masonry. While breaking all the glass in the windows will ventilate the affected area, entrance and exit through the remaining window frame is physically blocked. The window must be opened by lifting a latch and rotating a crank. Removing the frame with force would be very difficult under adverse conditions, and would require the use of heavy forcible entry tools. Firefighters should note these windows in their size-up upon arrival at a structure fire.

3.8 DOORS

3.8.1 Exterior doors are generally of two types: solid wood or insulated metal. Exterior doors are inward opening. Conventional forcible entry will gain access in most cases. The hydraulic door opener is not recommended on single-family dwellings because of its lack of practicality. It is designed for multiple, inward-opening doors. If conventional forcible entry is required, standard entry methods will accomplish the task.
3.8.2 Interior doors are commonly hollow-core wood doors. Inward opening doors are typically bedrooms and bathrooms. Outward opening doors can be closets or the stairs leading to the basement.

3.8.3 There are three standard locks on exterior, single-family dwelling doors. These are mortise, rim, and tubular dead bolt. Mortise locks used to be exclusive on older construction. Currently, it is the most prevalent lock in new construction.

3.9 GARAGES

3.9.1 Garages may be attached to or detached from a single-family dwelling. The attached being of a greater concern to operations, as it exposes the entire structure to possible extension from a fire originating in a garage.

3.9.2 Garage floors will be of poured reinforced concrete, and may have a short masonry block wall on some of the sides.

3.9.3 The remainder of the garage will be constructed in the same manner as the dwelling it is attached to. This is most commonly wood frame construction.

3.9.4 The party wall shared by the garage and the living area is not required to be fire-rated, and should not be considered as such.

3.9.5 The door from the garage to the living area is not required to be fire-rated, or self-closing.

3.9.6 The attic of the garage may not be floored and/or finished. A vehicle or contents fire in a garage with an unfinished attic will allow for rapid fire extension to other areas of the structure. The presence of a finished living area over the garage presents a serious life hazard.

3.9.7 The overhead entrance door to the garage and its mounting hardware will not be fire-rated. These types of doors are known to collapse when left open and exposed to fire.
3.10 GENERAL FEATURES

3.10.1 Interior stairways may be open from the lowest living level to the highest. The type varies, but the most common is a straight run, vertically stacked stairway.

3.10.2 Despite the vast range of total square footage available in single family dwellings, the degree of compartmentation is commonly such that the individual compartments are relatively small.

3.10.3 Most single-family dwellings have four sides and are rectangular in shape. Two parallel exterior walls are load bearing and the other two are not. There is generally one interior load-bearing wall located centrally between, and parallel to, the exterior bearing walls. Except for unusual circumstances, the long wall will be the load-bearing wall.

3.10.4 Fireplaces and chimneys may be found in these types of dwellings. These may be constructed of masonry or metal, each having particular inherent hazards. The fireplace and/or chimney may be in the center of the structure, or as part of an exterior wall.
HAZARDS

LIFE HAZARDS

4.1.1 As stated in the introduction, most deaths, related to structure fires, occur in single-family dwellings. This fact indicates the priority life safety has, when dealing with this type of occupancy and thus, the need for speed in executing tactics.

4.1.2 The potential for trapped occupants exists at all times (day or night) in a single-family dwelling. During the period when occupants may be sleeping, their chance of survival is decreased due to their inability to quickly detect and flee from a fire.

4.1.3 The location of the fire in this type of dwelling affects the life hazard. Most fires in single-family dwellings start in the vicinity of cooking or heating appliances. This situation directly exposes the fire floor and those floors above (basically the entire home) and more important, the bedrooms.

4.1.4 The age, physical, and mental abilities of the occupants affect the life hazard. It is common to find people with varying degrees of mobility within single-family dwellings.

4.1.5 The intended use of a single-family dwelling is for a place of residence. The possibility exists that the occupants may not be using the home as intended, therefore, creating other hazards that affect life safety such as a day care center or a clandestine drug lab.

FIRE HAZARDS

4.2.1 The fact that single-family dwellings are generally constructed of wood adds greatly to the fire hazard.

4.2.2 The use of combustible interior finishes and the type of furnishings found within these structures, contributes to the fire loading. Generally, these types of occupancies are considered to have a relatively “low” fire loading. Fire flow estimates will be based on a flow rate of 10 gpm per 100 square feet of involved area. Therefore, attack lines should be 1-¾ inches in size.

4.2.3 The presence of highly combustible siding can greatly affect the fire hazard. Vinyl and asphalt siding may contribute to vertical and horizontal fire spread, and creates a severe exterior exposure problem.
4.2.4 The presence of interior void spaces may add to fire spread. Vertical and horizontal openings allow smoke and fire to enter and attack the structure itself. Fire that has entered these voids will necessitate the opening of floors, ceilings, and walls. This is especially crucial in balloon-frame construction.

4.2.5 The presence of cooking, utility, and mechanical areas creates the potential for fire. It should also be recognized that in the residential setting, the potential for ignition exists from many sources that include space heaters, pilot lights and burners, and smoking materials.

4.2.6 The presence of fireplaces and chimneys may create a potential for fire extension to unwanted areas of the structure. As improper installation or time may compromise the integrity of the components, allowing fire or heat to escape and ignite surrounding combustible members.

4.3 OTHER HAZARDS

4.3.1 The potential exists for flashover to occur in these types of structures. The amount and type of combustible materials, rate of heat release of the burning materials, and an adequate supply of oxygen allow a fire to progress rapidly to the flashover stage.

4.3.2 The potential for collapse in single-family dwellings as a result of fire is related to two distinct factors. (1) The presence or absence of lightweight construction materials and, (2) whether the fire is attacking the structural components or contents only. The greatest collapse potential exists when fire is in the basement attacking the vital structural supports under the first floor. Since there may be no walls or partitions in the basement, large portions of the first floor can collapse into the basement fire area. This condition is exacerbated if plywood "I" beams or other lightweight components are involved.

4.3.3 The presence of overhead electrical service wires to the dwelling should be suspected and their integrity assessed. The hazard of this service dropping into the yard is a common one. Should this occur, the incident commander must be advised and all companies operating made aware.
5 FIRE OPERATIONS

5.1 STRATEGIC FACTORS

5.1.1 Life safety is the highest priority at all structure fires. However, the potential for life loss is most prominent in residential occupancies. This objective should be achieved through aggressive interior fire containment and primary search. All operational tactics should be assigned to support this strategic goal.

5.1.2 When it has been confirmed that the occupants of the structure are accounted for, self evacuated, evacuated with assistance, or rescued, the strategic goal should then focus on firefighter safety and fire extinguishment.

5.1.3 In most cases fire extinguishment should be achieved through an offensive interior attack. At times, size-up will indicate otherwise; however, personnel should anticipate an offensive interior attack.

5.1.4 The conservation of property should be a strategic goal throughout the entire incident.

5.1.5 The rescue problem should be addressed through an aggressive interior primary search for life that focuses on the area near the fire, as well as the bedrooms and means of egress. Ventilation in this type of structure is critical in facilitating a primary search. This may be achieved through the aggressive removal or opening of selected windows where occupants might be located.

5.1.6 If the EMS unit is staffed with members trained as firefighters and there is no need for the treatment of trapped or injured occupants, this unit may be used as the “outside two,” or assigned to other duties as determined by the incident commander. If this action is taken, another EMS unit shall be requested to the incident for the treatment of injured firefighters or occupants.

5.1.7 The interior exposure problem should be addressed through rapid containment of the fire. This must include advancement of an interior attack line to protect any occupants within the structure, focusing on the interior stairway if present or other vertical voids. The interior fire will be of two types: fires involving only the contents or fires that involve the contents as well as structural members. The latter scenario provides the means for fire to extend throughout the structure.
5.1.8 The exterior exposure problem should be addressed through an aggressive offensive interior attack, an offensive exterior attack, or by protecting the exposures with a defensive attack.

5.1.9 The confinement of the fire should be achieved through the rapid advancement of an interior attack line to protect the interior stairway and advance to the seat of the fire. If it cannot be ensured that rapid extinguishment will be achieved, then it is imperative that the hose line(s) is located in such a way as to protect the victims.

5.1.10 The extinguishment of the fire should be achieved through the proper selection, placement, and application of the attack line(s). The compartmentation generally found within single-family dwellings and the fire loading suggests that the 1¾-inch attack line should be effective in extinguishing most content fires. Fires involving structures of this type of occupancy may require the support of several equally effective and mobile lines.

5.1.11 The ventilation of this type of structure during a fire should generally be achieved through natural horizontal methods. The reason for venting should be identified and communicated to the assigned units.

5.1.12 The need for roof openings typically will only be required when the fire has entered the attic area or has gained access to vertical void spaces. Conventional construction provides the needed support to accomplish rooftop ventilation. Lightweight construction does not provide the support necessary and may result in early collapse. Crews ordered to perform rooftop ventilation in lightweight construction should be independently supported by the use of aerial devices.

5.1.13 Fire travel within these types of structures will be affected by the method of construction. Balloon-frame and platform-frame construction methods are common, and each presents a different concern. Balloon-frame construction requires the checking of all levels within the structure. Fire should be suspected of having entered the exterior walls. Platform construction offers some level of fire-stopping, but all affected vertical voids must still be checked for the presence of fire with attention given to the plumbing and heating areas.
5.2 RESOURCES FOR FIRES IN SINGLE-FAMILY DWELLINGS

5.2.1 The minimum resources assigned to incidents of reported fires in these types of structures are:

- 4 Engine Companies
- 1 Truck Company
- 1 Rescue Company or 2\textsuperscript{nd} truck
- 1 EMS Unit
- 1 Battalion Chief

5.2.2 The assigned resources for fires in single-family dwellings in areas without hydrants should be modified to include:

- 1 Tanker
- 1 Tanker Support Engine Company

5.2.3 The 4\textsuperscript{th} due engine shall assume the role of the Rapid Intervention Team (R.I.T.), unless otherwise assigned by the Incident Commander.

5.2.4 When reports of occupants trapped are received, the assigned resources should be modified to include ALS units, if not already dispatched.

5.2.5 Utility-fueled fires will require the assistance of the involved utility company.

5.2.6 The rehabilitation of companies that have been operating may require additional resources for relief as well as to staff “rehab”.

5.2.7 Units encountering delays in responding should communicate this immediately, along with changes in arrival order that will affect assignments. The dispatcher should notify the responding chief officer of these changes. The chief officer should be advised of and acknowledge companies becoming available and being added to the incident.

5.2.8 Reserve resources should be available in staging to meet contingencies as they occur until the fire is declared under control.
5.3 APPARATUS POSITIONING FOR FIRES IN SINGLE-FAMILY DWELLINGS

5.3.1 Typical positions and initial actions are listed below:

- First due engine – pull past the involved structure or stop short, allowing room for the truck to have the front; on-scene report, layout, size-up, situation report, initial attack line, search as the line is advanced.
- Second due engine – water supply, back up line.
- Third due engine – secondary water supply, check for fire extension, visual inspection of side C, and possible exposure line.
- Fourth due engine – R I T
- First due truck – position in front of structure; force entry if needed, search, ventilation, ladders
- Rescue or 2nd truck – Position away from structure; force entry if needed, search, ventilation, ladders. (See Truck and Rescue Company Tactics for more detail).

5.3.2 After viewing as many sides as possible, the first due engine company should park in a position to allow for rapid advancement of hose lines into the structure, leaving priority position for the truck company. In most cases this will mean that the first engine pulls past the involved structure.

5.3.3 The first due truck company shall take a position at the most strategic location that will allow for rapid placement of ladders (front and rear), and entry into the structure.

5.3.4 The second due engine shall ensure that a water supply is established.

5.3.5 The third due engine shall position to allow the crew rapid access to the structure while maintaining access and egress to the incident for additional resources. The engine should position to provide a secondary water supply if necessary.

5.3.6 The fourth due engine shall position the apparatus out of the way so as to not block access for incoming trucks, and assume the position of R I T. If needed, the driver may be assigned to supply water for the 3rd engine.

5.3.7 The rescue company should position to allow rapid access to the structure while maintaining access and egress to the incident, for additional resources.

5.3.8 The EMS unit should position in an area that will not block fire apparatus, and allow for unimpeded egress from the scene in the event patient transport is necessary.
5.3.9 The chief officer shall position the vehicle without blocking firefighting units, but in a position that will allow effective command of the incident.

5.3.10 The units staging should operate as outlined in the Incident Management System (I.M.S.) manual.
6 ENGINE COMPANY TACTICS

6.1 WATER SUPPLY

6.1.1 When dispatched for a fire in a single-family dwelling, the first arriving engine will lay supply line(s) to establish the water supply for an offensive interior attack. The location and method of the hose lay should be communicated to the second due engine company.

6.1.2 A forward (or straight) hose lay of a supply line(s) shall be used when possible. Modifications to this procedure may be made to ensure sufficient fire flow to extinguish the fire.

6.1.3 In areas where hydrants are not readily available, the procedure for relay or shuttle operations will be followed.

6.2 ON-SCENE REPORT

6.2.1 The first due unit officer shall include the following information in the on-scene report:

- Water supply/layout location (if not previously reported)
- Type of structure
- What is evident

6.3 SIZE-UP AND SITUATION REPORT

6.3.1 The first due engine officer should attempt to view all sides of the structure, noting location and extent of smoke and fire, rescues, access points, utilities, and exposures.

6.3.2 The information gathered from the size-up will dictate the mode of operation, action plan, and tactics employed. The size-up results are reported through the situation report, which shall include command statement, initial assignments, and requests for greater alarms. Progress reports will follow.

6.3.3 Should interior operations be initiated, the first engine company will begin operations following departmental two-in/two-out guidelines.
6.4 INITIAL LINE

6.4.1 The initial attack line for most fires within this type of structure will be the 1¾-inch pre-connect, allowing for the needed speed, mobility, and fire flow. The first due engine crew will usually be responsible for deploying this line. An exception might be when the unit arrives alone, and an obvious need for an immediate rescue is indicated.

6.4.2 The advancement of the initial attack line will generally be through the front door of the structure. In most cases, the hose line will be charged prior to entering. The attack should be made from the unburned portion of the structure toward the seat of the fire. This may dictate entrance from a location other than the front door. The first due engine will normally accomplish entry on its own. However, the forcible entry task, when needed, remains the responsibility of the first due truck or rescue.

6.4.3 The purpose of the initial attack line is to protect occupants, the interior stairway, and if possible, advance to the seat of the fire for confinement and extinguishment.

6.4.4 The conditions found upon arrival and the information gained during the size-up, may dictate changes in these tactics.

6.5 BACK-UP LINE

6.5.1 The back-up line for most fires within these types of structures will be the 1¾-inch pre-connect, allowing for the needed speed, mobility, and fire flow. The line should be of sufficient length to reach the location of the initial attack line or to be advanced to the area above the fire, if required.

6.5.2 The second line will generally be stretched from the first-arriving engine company apparatus. In most cases, the second arriving engine company will accomplish this task.

6.5.3 This line shall be capable of delivering a greater amount of water than the initial line. In the case of a 1¾-inch line, adjustments will have to be made to produce the higher flow. The need for advancement will be determined by the progress of the initial attack line. If the back-up line is not needed to support the attack line, it may be used as the line above the fire. Command must be informed.
6.6 LINE ABOVE THE FIRE

6.6.1 Officers should consider an additional hose line for operations above the fire. There are two purposes of the line above the fire. The first is to protect the company doing the primary search of the floor above and the second is to extinguish vertical extension.

6.6.2 **No more than two hose lines shall be stretched through any one entrance into a building.** The advancement of additional lines should incorporate alternate means of entry.

6.6.3 The line assigned to the floor above the fire in these types of structures will generally be the 1¾-inch pre-connect, allowing for the needed speed, mobility, and fire flow.

6.6.4 This line should be of sufficient length to reach the area above the fire and into the attic, if required. Often the third-due engine company will be responsible for this task. The unit this line is deployed from will be determined by the incident commander, or assigned unit officer.

6.7 BASEMENT FIRES

6.7.1 Size up at a basement fire is critical to the success of the operation. The location and extent of the fire, building construction, as well as points of access to the basement must be determined early. If the fire is known to be in the basement, the officer must quickly determine if an exterior access to the basement is present. This exterior door most often will be in the rear.

6.7.2 The objective, when attacking a basement fire, is to keep the fire from extending vertically by containment and extinguishment. This will require two lines. The need for both lines to be coordinated and rapidly get into position is of utmost importance in these types of fires.

6.7.3 The first line should be stretched to the first floor to contain the fire and protect the occupants and searching firefighters by closing the basement door or using a fog pattern aimed at the ceiling over the stairway. It is imperative that this fog stream NOT be directed downward into the stairwell. The interior basement stairs are normally located under the stairs to the second floor and face the rear of the structure. The officer of this line must carefully size-up the structural integrity when determining if the line should be positioned at the top of the stairs or in a position closer to the entrance door.
6.7.4 The second line shall be stretched to the exterior doorway for attack. This stream should be a straight or solid stream to avoid forcing fire, heat, products of combustion, and steam up into the first floor. The exterior attack line shall not begin the attack until it has been confirmed that the first line is in position and ready. The preferred point of attack is the exterior door that leads directly into the basement.

6.7.5 Basement fires sometimes need to be attacked with the first line going down the interior stairs. This may be necessary because an exterior entrance into the basement is not accessible, or there may be no entrance at all. Under these circumstances, the officer will need to determine if it is safe to attempt going down the basement stairs for a direct attack on the fire. The officer must carefully evaluate the structural stability, life hazard, and the fire and heat conditions at the top of the stairs. Good judgment must be exercised in deciding if it is safe to proceed down the stairs. In this case, the second line shall back up the first line.

6.7.6 **If only one line is available,** or fire or structural conditions do not permit the first line to go to the first floor, then the first line should be stretched to the exterior doorway for attack. After the fire has been knocked down from the exterior entrance to the basement and the first floor is deemed safe for entry, the second line shall be brought to the first floor to extinguish any vertical extension on the floors above. The officer of this line must carefully size-up the structural integrity in determining where or if the line should be positioned on the floor above the fire. This line has two objectives, extinguish any fire that has extended upward and to protect searching firefighters.

6.7.7 Occasionally, heavy fire conditions are encountered that prevent an attack from the first floor and there is no exterior entrance to the basement. An option that officers can exercise is that of knocking the fire down from outside the basement. This can be accomplished by applying a fire stream into the basement through a window opening. In most cases, this stream should be a straight or solid stream to avoid forcing fire, heat, products of combustion, and steam up into the first floor. Another option would be to cut a hole in the floor above and operate a fog or distributor nozzle. In either case, officers must ensure that no firefighters have entered the basement and that the application of the stream is simply to knock the fire down so that entry can be made.

6.7.8 Should a basement fire occur in a balloon-frame structure, early attention should be given to checking for extension through the stud spaces in the exterior walls. Fire should be expected to extend to all floors and the attic.
6.7.9 The advancement of lines for an interior attack of a basement fire must be coordinated with aggressive ventilation of the basement and floors above.

6.8 GARAGE FIRES

6.8.1 The objective when attacking fires that originate in an attached garage is to confine and extinguish the fire from the unburned area of the structure, secure the overhead door in the open position, and prevent extension of the fire to the living area.

6.8.2 The need for quick assessment of extension into the living area and attic is imperative. The attached garage fire is known for its ability to extend to upper floors and the attic. The need for companies to check these areas and have charged lines to support them is crucial.

6.8.3 The garage may be located under a living area. This area must be quickly checked for smoke and fire spread. Companies operating in this area should be cautious, as the fire below them has direct access to the floor members supporting them.

6.8.4 The fact that a garage may have two means of access offers two alternatives that may be utilized to proceed to the seat of the fire.

6.8.5 When the initial line is advanced through the overhead door, the status of the door leading to the living area must be known. This door must be closed and protected to prevent the spread of fire and/or smoke to the interior of the house. A hose line must also be advanced through the house to the garage door to prevent extension. The fire attack must utilize a straight or solid stream to prevent the fire and products of combustion from being driven into the main portion of the house.

6.8.6 If the decision was made to advance the initial line through the living area of the structure for the attack, the engine company must be ready to operate the line when the door is opened. If this door was left open at the time of the fire, the advancing engine company should anticipate encountering fire in the living area near that door. A second line should be advanced to back up the first or to proceed to the upper floors.

6.8.7 Many times the fire will have originated in a vehicle parked within the garage. Standard precautions associated with all vehicle fires, such as exploding bumper cylinders or ruptured fuel tanks, should be observed. An option may be to breach an exterior wall to accomplish initial knockdown.
6.8.8 Breaching the overhead door in the center about three quarters of the way up from the bottom, can at times provide access to the overhead door manual release. If the manual pull cord is still intact, it may be within reach of the opening made in the door. Pull the cord to disengage the door from the motor, and allowing the door to then be raised.

6.9 ATTIC FIRES

6.9.1 Fires in the attic of a single-family dwelling are a result of fire originating in one of several areas. These areas or situations include:

- The living area or basement that has extended into the structural components and enters the attic via void spaces.

- Interior fire that has vented through a window and exposes the vented soffit area.

- Fire that has originated on the exterior of the dwelling and has involved the siding and exposes the soffit area.

- Fire that has originated in the attic itself by natural occurrences such as lightning strikes, electrical, or mechanical malfunction.

6.9.2 Tactics involving fire in the attic will vary to some extent based on the location of the seat of the fire. In the case where fire has originated in the living space or basement, the fire will have to be controlled based on an aggressive interior attack on the seat of the fire followed by hooking voids and ceiling to expose hidden fire in voids and the fire in the attic. These fires may be controlled by one line in the area of fire origin, or normally will require extensive hooking and multiple lines to extinguish depending on the amount of extension and spread.

6.9.3 In some situations, fire exposes the soffit area under the eaves which is vented into the attic. This can be caused from fire blowing out windows, a doorway below, or from a fire that originated on the exterior of the structure. In these cases, the first task is to conduct a quick sweep of the soffit and eave line with a hose stream. This quick sweep is intended to knock down fire extending into the attic through the soffit vents. The steam conversion drawn into the attic area can help deter fire advancement to this area before an attack on the seat of the fire is commenced.
6.9.4 When encountering fire in the attic only, with no involvement of the living space, unit officers must consider the following as operations commence.

6.9.4.1 At this time the occupant's personal belongings in the living space are not involved in the fire.

6.9.4.2 Conditions may be very tenable in the living area, even when there is extensive fire above.

6.9.4.3 At this point there is high heat and fire in an unoccupied, relatively confined area. A hose stream utilizing a fog pattern is indicated in this instance. Crews will want to use an attic scuttle if readily available, or poke a small hole for placement of the nozzle. Flow the fog pattern for several seconds. The fire should darken down due to the steam conversion and expansion. Avoid flowing the nozzle too long, or the ceiling may become saturated and collapse into the living area.

6.9.4.4 The intent of this approach to attic fires is to rapidly knock down the bulk of fire in the attic area until primary search, vertical ventilation, and salvage operations are completed. Extensive ceiling removal may still be required to check for extension, expose pockets of fire, or for the removal of blown in insulation. However, this tactic can “buy” crews the time to search the occupancy and deploy salvage covers without pulling the fire down into to the living space.

6.9.4.5 If the attic area has a floor, the nozzle stream will normally not be able to penetrate the attic. In these instances, the officer should look for a pull-down or constructed stairway. If no stairway is found, consider opening the ceiling within approximately 2 feet of the exterior wall where the pitched roof eaves terminate. This area is often not floored due to its inaccessibility and lack of storage space.

6.9.4.6 Pull-down attic stairs shall not be used where fire has been present. These stairs are typically rated to only 250 pounds. Their integrity due to exposure to fire is questionable. A FD attic ladder may be needed, however in most situations the nozzle can be advanced through the opening in the 8-foot ceiling without ladders.

6.9.4.7 Attacking the fire through an exterior gable vent should be considered when access to the attic area from the interior would be too time consuming due to the presence of flooring in the attic. Breaching the siding for nozzle access is also an option when interior access is not possible. A piercing nozzle, which typically flows over 100 gpm, is also an option, but the reach of its stream is very limited.

6.9.4.8 Aggressive salvage operations and primary search should be ordered as the hose
6.9.5 The interior officer should request a report from the command officer on the exterior to convey their observations as the fog stream is being deployed. For example, a report of heavy steam production would indicate that the stream is effective.

6.9.6 A roof collapse hazard is present in the single-family dwelling. However, it is not as significant as in a commercial structure where large expanses of ceiling and roof support members are present.

6.9.7 Members should be aware of the presence of furnaces and hot water heaters in the unfinished attic areas. This is prevalent in larger homes with multi zone HVAC systems.
7 TRUCK AND RESCUE COMPANY TACTICS

NOTE: The rescue and truck company’s functional duties on a single-family dwelling fire closely parallel one another. Tasks assigned such as a search for victims and location of the fire, forcible entry, ventilation, and control of utilities, may be carried out by either of these units. Assignments specific to the truck would normally involve laddering. Success in preserving life and property hinges on the proficiency of the members performing these duties. If a second truck is sent on a house fire response in lieu of a rescue, the second truck will assume duties assigned to the rescue as described in this section.

7.1 POSITIONING

7.1.1 The preferred position for the truck company at fires in single-family dwellings will be the front of the structure with deployment of ground ladders as a primary concern.

7.1.2 The position of the rescue company at fires in single-family dwellings will generally be one that affords rapid access to the structure, but does not block other companies.

7.1.3 Other units responding on the incident shall keep the front of the structure open for the truck. Units arriving after the truck should be cognizant of the possible need for access to the ground ladders, and keep the rear open at least 50 feet for ground ladder deployment.

7.1.4 It is recognized that there are circumstances that will prevent units from positioning as preferred. At times, only one engine will be able to position in close proximity to the structure, as is the case with a home located at the end of a long narrow driveway.

7.2 INITIAL ACTIONS

7.2.1 The initial actions of the first arriving truck or rescue will be determined by the plan of action developed from the size-up. After ensuring entry, these initial actions will generally be tactics focusing simultaneously on primary search and ventilation. Ventilation must be done to support the search as well as the advance of the attack.
7.2.2 The initial actions of the truck and rescue company will depend on their arrival sequence. Should the rescue company arrive at the same time as the truck, the rescue company will generally be assigned the task of entry and primary search and the truck is responsible for laddering and outside ventilation.

7.2.3 When only the truck or the rescue is on the scene, the officer may have to split the crew. The tasks of search and ventilation must be accomplished simultaneously requiring the crew to split with a member venting from the exterior while the officer and other member conduct the primary search inside.

7.2.4 Upon arrival of the other unit, this officer is responsible for ensuring laddering and outside ventilation is accomplished.

7.2.5 Certain size-up factors (untenable conditions, signs of backdraft, or smoldering stage, etc.) may indicate the need for ventilation prior to entry into the structure. When these conditions are observed the fire shall be vented prior to entrance into the structure. Before venting, the initial charged line must be in place and ready. In most cases, ventilation should occur from the top down using the removal of windows as the avenue for hot gases to escape. If ladders are used to remove upper-story windows, consideration should be given to leaving one or more in place. This allows the advantage of interior crews seeing the ladder placement prior to entrance into the structure. Paths of ingress should also be forced, but not opened.

7.3 FORCIBLE ENTRY

7.3.1 The purpose of entry will be to initiate a primary search and allow access for the advancing engine company.

7.3.2 The task of gaining entry into single-family dwellings will generally be easily achieved using basic conventional methods.

7.3.3 The access point for the engine company will almost always be the front door. This location may be altered due to the location of the fire, in an effort to attack from the unburned part of the structure. In situations where the front door is not the primary access point, it should still be opened for safety purposes.
7.4 RESCUE AND PRIMARY SEARCH

7.4.1 The area close to the fire on the fire floor and the area directly above the fire, are considered to be the two most dangerous areas. Means of egress and sleeping areas are generally considered to be the most critical areas to search. The objective in a primary search will be to check these areas first. Various means may be used to arrive at these locations. Support for the primary search should include ladders to upper-story bedroom windows and hose lines engaged on the fire.

7.4.2 The task of executing the primary search should be accomplished quickly due to relatively small areas within most single-family dwellings. As the area to be searched increases in relation to size of the structure, there must be an equal increase in the resources to accomplish the task. This need must be identified early, and requested immediately.

7.4.3 When accessing the fire floor, crews should begin the search as they make their way to the fire area. Crews going to the floor above the fire must also begin searching immediately, but with the objective of quickly getting to the area over the fire first, and then searching outward from that point.

7.4.4 Should the tactic of vent, enter and search (V.E.S.) be used to search the bedrooms, the incident commander must be notified to avoid duplication of effort and possible injury.

7.4.5 The outcome of the primary search must be reported to the incident commander because this is the primary strategic focus of the operation.

7.5 VENTILATION

7.5.1 Ventilation is performed either to support a search, “venting for life” or support the fire attack, “venting for fire”. This strategic decision will determine the method, location and timing of ventilation.

7.5.2 “Venting for life” will be accomplished through the aggressive removal of windows where appropriate. The areas of reported or suspected occupants should be addressed first. This must be immediately followed by a search of that particular area.
7.5.3 In most cases, ventilation is accomplished simultaneously with search and is sometimes required PRIOR to the commencement of the search. Therefore, ventilation must be coordinated with the search. Ventilation coordinated with an aggressive primary search can improve the survivability of victims because it:

- Reduces heat and smoke on the interior.
- Reduces potential for flashover.
- Allows firefighters to search faster and more effectively.
- Allows for locating the fire more rapidly.

7.5.4 “Venting for fire” will be accomplished through the coordinated and limited removal or opening of windows in the fire area. The areas where fire can be seen or are showing the highest concentration of smoke should be opened when the attack line is in position to confine the fire.

7.5.5 The need for rooftop ventilation in a single-family dwelling will depend on the extent and location of the fire. Generally, the roof will not need to be ventilated unless the fire has entered the attic area, extended into the structure walls, or has considerable hold of the top floor.

7.5.6 Vertical, rooftop ventilation should be accomplished through common methods, when ordered by command. The discovery of a lightweight trussed roof should be made known and reacted to appropriately. Members MUST be independently supported when operating on lightweight construction. A viable and safer option is to vent the ends of a gable roof.

7.5.7 Mechanical and positive pressure ventilation (PPV) works well for smoke removal in these types of structures. PPV shall NOT be used in balloon-frame construction.

7.6 LADDER DEPLOYMENT

7.6.1 The purpose of laddering is to provide access into the dwelling, and an escape route for firefighters operating within.

7.6.2 Laddering at a fire in a single-family dwelling should be done to the front and rear of all floors above ground level, with attention given to the bedroom windows. This can generally be accomplished with ladders of 35 feet or less that are found on most apparatus at the incident scene.
7.6.3 The need to ladder the roof at a fire in a single-family dwelling will depend on the extent and location of the fire. Generally, the roof will not need to be laddered unless the fire has entered the attic area, extended into the structure walls, nor has considerable hold of the top floor.

7.8 BASEMENT FIRES

7.8.1 The interior crew will provide support for the initial line regardless of where attack begins. If the initial line is to enter from the front, this crew will force entry, locate the basement stairs, and assess severity of fire. The truck shall carry out the tasks of venting and search in support of the attack. The crew must monitor radio traffic to ensure they are aware of the direction of the attack and any information transmitted regarding fire extension and structural stability.

Priority should be given to the sleeping areas and **consideration for V.E.S. must be given** if fire has possession of the stairs or the first floor is untenable.
PHOENIX FIRE DEPARTMENT

VOLUME 1 – Operations Manual

HEALTH CENTER

MP105.01  04/08 - R

To promote and maintain the highest possible level of health, fitness and productivity of Phoenix Fire Department members through a coordinated program consisting of:

1. Medical and fitness tracking annually 7. Diet and weight management
2. Stress management 8. Health education
4. Alcohol and drug abuse counseling 10. Evaluation and Treatment of Industrial Injuries
5. Physical fitness 11. Industrial leave management
6. Tobacco cessation training 12. Alternate duty management

The Phoenix Fire Department Health Center will operate in a professional, safe manner to identify the onset of medical problems as early as possible.

The physician will confidentially discuss any medical problem individually with each member. In the event of injury or illness, the Health Center will offer rehabilitation and retraining.

LOCATION AND OPERATIONS

The Phoenix Fire Department Health Center is located at 150 South 12th Street.

The clinic consists of three areas: medical health screening area, physical fitness area and administrative area. The medical health screening area conducts all annual physicals as listed in attachment "A."

A physician dedicated to the Fire Department, the Fire Department Physician, will administer the annual Fire Department physicals and oversee all medical testing.

The physician will be referred to in this procedure as the Fire Department Physician.

Reference to the City Physician will be to any physician who is under contract with the City of Phoenix. Permission to return to work from either sick leave or industrial leave will be determined by the Fire Department Physician at the Health Center, in accordance with Personnel Rule 15E, 1 through 5.
The physical fitness area will be equipped to perform physical fitness evaluations in a confidential setting in accordance with the IAFF/IAFC Wellness/Fitness Initiative, for maintaining regular aerobic conditioning, muscular strength and increasing flexibility. Hours of operation will be determined by need.

The administrative area of the Health Center will be responsible for maintaining communication between the Fire Department Physician and the member, tracking for annual physicals, maintaining equipment, assisting in special programs such as nutrition, weight training, health education, Industrial Leave, Alternate Duty, employee assistance programs and assistance in any other program to promote health/fitness for the Phoenix Fire Department.

PARTICIPATION

In accordance with NFPA 1500 and OSHA Respirator Standards 29 CFR 1910:134 pertaining to wearing SCBA, all sworn employees of the Phoenix Fire Department shall have an annual physical.

The physical shall consist of procedures listed in attachment "A" of this M.P.

Physicals will be scheduled by the Health Center and Shift Commanders month by month. The following schedule will be followed:

<table>
<thead>
<tr>
<th>Battalion</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion 1</td>
<td>January &amp; February</td>
</tr>
<tr>
<td>Battalion 8</td>
<td>March &amp; April</td>
</tr>
<tr>
<td>Battalion 19</td>
<td>April &amp; May</td>
</tr>
<tr>
<td>Battalion 2</td>
<td>May &amp; June</td>
</tr>
<tr>
<td>Battalion 3</td>
<td>July</td>
</tr>
<tr>
<td>Battalion 4</td>
<td>August &amp; September</td>
</tr>
<tr>
<td>Battalion 6</td>
<td>October</td>
</tr>
<tr>
<td>Battalion 5</td>
<td>November</td>
</tr>
<tr>
<td>Battalion 7</td>
<td>December</td>
</tr>
</tbody>
</table>

All 40-hour members will be scheduled throughout the year. Every effort must be made by the Shift Commander and employees to complete physicals for each member within the appropriate year.

At the completion of the physical examination the Fire Department Physician will discuss the examination results with each member and a copy of the physical results will be sent to the member.

The Health Center is committed to the Phoenix Fire Department to provide the highest level of health maintenance to its members. It is the member’s responsibility to comply with receiving a yearly physical.
1. If a member misses his scheduled annual physical due to vacation, sick leave, Tobin Day, etc, the member will have 30 days from his originally scheduled appointment to reschedule his physical.
2. If the member fails to reschedule his physical within 30 days the Health Center will schedule the second appointment.
3. If the member misses the second rescheduled appointment, the member will be considered not medically cleared for duty, and directed to the Health Center for the first available appointment by their Shift Commander or Battalion Chief.

An employee may waive the annual physical only if he/she has the physical examination performed by a licensed physician. If the member chooses to see his private physician, an appointment MUST be made with their private physician within 30 days of their scheduled physical that was with the Health Center. In this case, the employee is responsible for the cost of such physical performed in lieu of the Fire Department physical. The required results must be mailed or faxed to the Health Center to be reviewed by the Fire Department Physician within 60 days of the physical examination. After the results have been reviewed and have met the required standards, the results will be inserted in the employee's medical file. The physical performed by private physicians must conform to Department standards and consist of all elements specified in Attachment "A." Failure to comply with these timelines will result in the member being classified as “not medically cleared for duty.”

CONFIDENTIALITY

Medical information obtained through the Medical Health and Physical Fitness Evaluations will be maintained according to physician-patient confidentiality standards and HIPPA Guidelines.

If a medical problem is detected during the physical examination that would be deemed threatening for the member to remain on active duty, the Fire Department Physician will recommend an alternative duty status.

The Fire Department Physician will notify the Fire Chief or his designee of the duty status of the member, without disclosing confidential medical information.

MEDICAL ARBITRATION

In the event the member disagrees with the opinion of the Fire Department Physician, the member can seek a second medical opinion by a physician of his/her choice. The member shall assume responsibility for payment of this examination.

The Fire Department Physician and the member's physician will confer to discuss the examination results. If there is no agreement, a third medical opinion will be obtained from a physician selected by the Fire Department's Physician and the member's physician. IME cost of this third medical opinion will be shared equally by the Fire Department and member. The three physicians will confer and the consensus medical opinion will be determined.

In the event the consensus medical opinion is that no life-threatening medical problem exists, the member will return to active duty status.

If the consensus medical opinion is, that in fact, the member's medical problem is life threatening, the consensus medical opinion will be submitted to an advisory panel.
The advisory panel shall consist of the Assistant Chief in charge of Personnel Services, the Fire Department Physician, IAFF Local 493 President and Business Manager or delegate.

The advisory panel will review the physicians' decisions and provide a recommendation concerning the member's duty status to the Fire Chief.

**FITNESS EVALUATION**

At the same time a member is going through his/her physical examination, he/she will also have a fitness evaluation.

In years that a treadmill stress EKG is not performed aerobic capacity will be determined by another form of aerobic testing.

Strength testing will be determined by dynamic and static methods and flexibility will be evaluated.

Evaluation results will be provided to each member for comparison with accepted standards. Individual maintenance and improvement programs will be based on the member's previous results.

In any of the above listed events, standard reporting procedures shall be followed.

Industrial provisions in A.R. 2.32 shall be in effect for industrial claims.

**THE TIER 4 HEALTH ASSESSMENT**

Since 1987, the Phoenix Fire Department Health Center has helped to restore the health of department members subjected to injury, illness or exposure. In addition, it was the intent of the Health Center to strengthen individuals so they could withstand both the physical and emotional insults of the job.

As our department increases in size and our members mature, it is necessary to become proactive in our approach to intervene early enough in a member’s health to become effective. With early intervention, activities detrimental to the health of the member can be ceased, lifestyles can be altered, medications can be prescribed, and therapy or treatment can be initiated; with the member taking ownership of their overall health and actively participating in their wellness direction.

It has always been the policy of the Health Center Medical Director and his staff to recognize potentially health and life threatening maladies and initiate an alternative work assignment or complete work removal in order to preserve the health of the member and initiate proper treatment. With this in mind, the Fire Fighter Wellness Labor/Management Subcommittee created a guideline for this purpose entitled the **Tier 4 Health Assessment**.

The **Tier 4 Health Assessment** is designed to categorize a member’s health and place him in a Tier for assessment, monitoring and, if needed, removal from active duty field assignment.
**BASIC MEDICAL GUIDELINES FOR PHOENIX FIREFIGHTERS**

Health Parameters for Firefighters with Tiers to Assess Need for Health/Wellness Intervention

<table>
<thead>
<tr>
<th>Standards</th>
<th>Tier 4</th>
<th>Tier 3</th>
<th>Tier 2</th>
<th>Tier 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body Fat %*</td>
<td>&gt;30% Male</td>
<td>25%-30% Male</td>
<td>20%-24% Male</td>
<td>&lt;20% Male</td>
</tr>
<tr>
<td></td>
<td>&gt;34% Female</td>
<td>30%-34% Female</td>
<td>24%-29% Female</td>
<td>&lt;24% Female</td>
</tr>
<tr>
<td>Blood Pressure</td>
<td>&gt;160/110</td>
<td>&gt;150/100</td>
<td>&gt;140/90</td>
<td>&lt;140/90</td>
</tr>
<tr>
<td>FEV₁/FVC**</td>
<td>&lt;59%</td>
<td>&lt;65%</td>
<td>&lt;75%</td>
<td>≥75%</td>
</tr>
<tr>
<td>Ratio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>METS***</td>
<td>&lt;12.0</td>
<td>12.0-12.9</td>
<td>13.0-13.9</td>
<td>&gt;14.0</td>
</tr>
<tr>
<td>Blood Sugar</td>
<td>&gt;300</td>
<td>200-299</td>
<td>100-199</td>
<td>65-99</td>
</tr>
<tr>
<td>HbA1c*</td>
<td>8.0</td>
<td>&gt;7.5</td>
<td>6.5-7.4</td>
<td>&lt;6.5</td>
</tr>
</tbody>
</table>

**Tier 4:** Health issues sufficient to mandate removal from field and mandatory referral for wellness/fitness intervention

**Tier 3:** Health issues sufficient for mandatory referral for wellness/fitness intervention, but removal from field not yet required

**Tier 2:** Health issues noted where interventional support or change is recommended

**Tier 1:** Minimal health parameters fire members should maintain for field conditioning

* Body Fat as measured by the *BOD/POD* (body composition tracking system). When considering for Tier 4, this measure should not be used independently, but considered along with other health risk factors.

** Measured as part of Pulmonary Function Testing without use of bronchodilators

*** Measured as part of Cardiac Stress Testing, using Gerkin Protocol or other equivalent testing

+ Blood Sugar tested during fasting state. HbA1c performed for all Blood Glucose levels above 120 mg/dL.
CATEGORIZATION OF MEMBERS:

Members found to be in Tier 1: Encouraged to maintain current health and fitness levels
    Support is available

Members found to be in Tier 2: Encouraged to increase their current health and fitness levels
    Support is available

Members found to be in Tier 3: Mandatory referral for health and fitness intervention
    Support is initiated

Members found to be in Tier 4: Removal from active duty due to health and fitness levels
    Support is mandatory
    Member will be reassigned to an Alternative Duty position until that member meets Tier 3 status.

FOLLOWUP:

Members found to be in Tier 1: No follow up is needed unless requested by member.

Members found to be in Tier 2: No follow up is needed unless requested by member or doctor.

Members found to be in Tier 3: Follow ups are mandatory at the date scheduled by doctor.

Members found to be in Tier 4: Follow ups are mandatory at the date scheduled by doctor.

REASSIGNMENT:

The reassignment process for those members found to be in Tier 4 status is not intended to be punitive, but rather rehabilitative. The member will receive support in the areas in which he/she is in need including Peer Fitness Trainers, nutritionists and physical therapists. During the time the member is assigned to Alternative Duty, meetings with support staff and daily exercise routines are mandatory in order to expedite the return of that member to full active duty. It will be the discretion of the medical director as to when that member may return to full active duty.
ATTACHMENT A

Sworn Fire Personnel Medical Examinations

1. COMPLETE MEDICAL HISTORY
   a. Medical and surgical history
   b. Family history
   c. Allergy history
   d. Review of body systems
   e. Prior work/exposure history
   f. Prior history of toxic involvement
   g. Reproductive history
   h. Stress evaluation

2. OPHTHALMOLOGIC SCREENING
   a. Visual acuity - near and far point
   b. Color vision
   c. Field of vision
   d. Lateral phoria
   e. Stereopsis

3. AUDIOMETRY
   a. Hearing thresholds for 500 to 8,000 hertz

4. URINALYSIS
   a. Specific gravity
   b. Albumin
   c. Sugar
   d. pH
   e. Blood
   f. Microscopic examination (if clinically needed)

5. VITAL SIGNS
   a. Temperature
   b. Height and weight
   c. Blood pressure
   d. Pulse rate

6. ELECTROCARDIOGRAM
   a. Twelve-lead resting tracing
   b. Treadmill exercise cardiac stress test

** 7. RADIOLOGY
   a. Chest X-ray, PA, 14 x 17
8. PULMONARY FUNCTION SCREENING TEST

a. Vital capacity
b. One second forced expiratory volume

9. HEMATOLOGY PROFILE

a. Hemoglobin count
d. White blood count
b. Hematocrit
e. WBC differential count
c. Red blood count

10. BLOOD CHEMISTRY PROFILE

a. Calcium
m. Globulin
b. Phosphorus
n. Triglycerides
c. Glucose
o. SGPT
d. Urea nitrogen
p. GGPT
e. Uric acid
q. HDL
f. Cholesterol
r. CHOL/HDL ratio
g. Total protein
s. Sodium
h. Albumin
t. Potassium
i. Total bilirubin
u. Chloride
j. Alkaline phosphatase
v. CRP
k. LDH

11. OTHER LAB STUDIES

a. PSA on all males 45 years of age and older
b. Hepatitis B antibodies titer

12. STOOL OCCULT BLOOD TEST (3) FOR STOMACH AND INTESTINAL TRACT BLEEDING FOR THOSE OVER AGE 40
13. COMPLETE PHYSICAL EXAMINATION BY FIRE DEPARTMENT STAFF PHYSICIAN, INCLUDING:

   a. Fundoscopic examination of the retina of the eyes
   b. Rectal examination for men over 35
   c. Proctoscopic examination every 4.5 years for those over age 45 or with history of bleeding (This test is advisable, but optional.)
   d. Extensive physical examination
   e. Body composition will be determined by accepted bod pod procedures

14. COMPLETE DISCUSSIONAL REVIEW OF EXAM RESULTS WITH EXAMINEE

   a. Specific laboratory testing as directed by the work history and the physical examination

15. WRITTEN DOCUMENTATION OF EXAMINATION RESULTS TO BE PLACED IN THE HEALTH MAINTENANCE NOTEBOOK

16. WHEN INDICATED OR REQUESTED, A COPY OF THE EXAM RESULTS CAN BE FORWARDED TO THE EXAMINEE'S PERSONAL PHYSICIAN

* Members 30 years old and under will be tested on treadmill every third year. Those 30 to 39 years old will be tested on treadmill every other year. Those 40 and older will be tested yearly.

** Administered on pre-employment and every year for smokers and three years for nonsmokers.
4.3 VACANT-ABANDONED BUILDING PROCEDURES

4.3.1 INTRODUCTION

The “Fast” attack, normally used by the Buffalo Fire Department, will usually result in the expeditious extinguishment of the fire and, in affect, saves lives and property.

In vacant/abandoned dwellings the obligation to commit firefighting forces to this type of aggressive attack is not required. The main concern during vacant operations is the safety of the firefighters and preventing the loss of lives and property in occupied exposures. The officer must consider the risks involved to fire crews and the hazard to civilian life before making a decision on the method of attack in a vacant structure. This unit shall outline the factors in need of consideration and the marking system used during the evaluation of these structures.

4.3.2 PURPOSE

The Buffalo Fire Department is instituting a vacant structure marking system in an attempt to reduce the risk to personnel during fire suppression operations. This system will include bi-annual inspections of a company’s hydrant district in an attempt to identify vacant and abandoned structures and mark them accordingly. Some of you may have already seen these symbols on existing structures as the City of Buffalo building inspectors are concurrently using this system.

The Captain of each company shall assign an area of the hydrant district to each platoon and submit a report to headquarters twice a year. These reports shall be submitted by May 1st and October 1st of each year. This report shall include a Form 8 indicating completion of the inspection and Vacant Building Evaluation form (F-99A) along with copies of any BFD Building Board Up Request (F-99) submitted.

4.3.3 MARKING OF VACANT BUILDINGS

For the purpose of this order, a vacant building shall be considered to be completely unoccupied and all efforts to maintain the building in a livable condition have been abandoned.

- Buildings will be marked with yellow spray paint in the form of a square approximately 18 inches by 18 inches and shall indicate by letter system the degree or area of the hazard involved.
- These markings should be made in areas conspicuous to firefighting forces, primarily alongside the front entrance. If deemed necessary, additional markings shall be made in other areas (secondary entrance, fire escape, etc.).
- These markings should also be made high enough on the structure to prevent tampering.

Buildings that are secure, (board ups) are not to be opened for the purpose of inspection, and subsequently, left in an unsecured state. In addition, buildings that have all windows and doors in tact and do not appear to be in a state of neglect (i.e. FOR SALE/RENT), are NOT to be marked.
In marking vacant buildings the following symbols shall apply:

**VACANT** - This symbol indicates “Normal” stability at time of marking.

The “VACANT” designation assumes normal stability at time of marking but it should not be taken for granted that there are no hazards present. A thorough size up and cautious approach should be taken during emergency operations for any structure.

**VACANT DANGEROUS** - Only a Battalion Chief or Division Chief has the authority to direct a structure to be marked “VACANT DANGEROUS.” Once this designation has been made, every effort must be made at incidents to conduct fire operations from the exterior of such a building. When absolutely necessary to enter the structure at fire incidents, companies must adhere to the following:

1. Approval of Battalion Chief or Division Chief.
2. Examination must be completed before companies are committed.
3. Interior operations and number of personnel committed shall be kept to a minimum.

If a structure has been previous marked by Buildings Division, a second square shall be placed around the original denoting inspection by BFD personnel.

### 4.3.4 LETTER HAZARD DESIGNATIONS

The previously noted symbols shall be followed by a series of letter designations that will identify any hazards brought to light during the initial inspection. These designations are as follows:

- **F- Floors**  
  Holes in floors, weakened condition, missing floor or structural members.

- **R-Roof**  
  In danger of collapse, missing rafters, holes, weakened condition.

- **W-Walls**  
  Holes promoting fire spread, weakened condition, danger of collapse.

- **S-Stairs**  
  Missing or structurally compromised, damaged by previous fire.

- **C-Chimney**  
  In a weakened state, has partially or is in danger of collapse or supporting framing is missing or damaged by fire.
4.3.5 GENERAL CONSIDERATIONS

- These markings shall be used as tentative indicators only. The condition of vacant structures can alter dramatically due to fire damage, vandalism, demolition and effects of weather.

- As previously stated, a thorough size up and cautious approach must be taken with any structure marked as vacant. Some of these structures may have been vacant for 5, 10 or even 20 years or more. An inspection, no matter how extensive cannot possibly uncover all the hazards buried in these structures.

- These designations also do not necessarily mean that there is no civilian life hazard present. There may be workmen present as well as trespassers including children, vagrants and squatters.

4.3.6 DECISION AS TO METHOD OF ATTACK

The decision to deploy an “Offensive or Defensive” attack will ultimately be made by the I.C. but the first in Officer may have to act in an offensive manner based on his size up and the conditions found upon arrival.

The officer must consider the following:

- Any known or indicated presence of a life hazard in the structure.

- Exposures (Life, Property).

- Location and extent of the fire.

- Condition of structure (Previous fire damage, Sagging and bowed walls, Structure in danger of imminent collapse).
4.3.7 “VACANT DANGEROUS” FIREGROUND OPERATIONS

The standard procedure during operations on a building marked “Vacant Dangerous” shall be in the DEFENSIVE mode unless there is a credible life hazard present. The main concern during vacant operations is the safety of the firefighter. This is the paramount life hazard.

NOTE: It is necessary to secure the approval of a Chief Officer before entering a structure marked “VACANT DANGEROUS.” This reflects the fact that only a Chief Officer can designate a structure “VACANT DANGEROUS” in the first place. Because of this fact, only a Chief Officer in the role of Incident Commander has the authority to amend this previous order and allow for interior operations during fire incidents.

PERIMETERS AND COLLAPSE ZONES

Perimeters for collapse zones shall be set up and alleyways between buildings should be avoided by personnel if at all possible. Companies should avoid placing themselves under parapet walls, under or on porch roofs or decks or under chimney locations.

These “Danger Zones” expose firefighting forces to injury during any fireground operation from falling debris and the powerful master streams used in defensive operations. Companies in defensive mode should operate from the corners of buildings or the outside the perimeter of the collapse zone.

Apparatus should also be set up at the corners of the structure to prevent damage to equipment.

All members should be aware of conditions indicating possible structural failure before, during and after operations. Members should look for the following indicators:

- Bowing or sagging walls
- Sagging roof, ridge and eave lines
- Chimneys in danger of collapse
- Loose structural elements

ENGINE COMPANY OPERATIONS

Engine companies operating at “VACANT DANGEROUS” structures shall remain in defensive mode and operate from a safe exterior position unless there is a credible civilian life hazard or they are otherwise directed by a Chief Officer in the role of Incident Commander.

- The Engine Company must concentrate on supplying adequate water in an attempt to control the situation in a safe and timely manner. The set up of master streams in an initial attack or to protect exposures is of extreme importance. This strategy will deliver quick water and maintain the relative safety of fire crews.
- Due to the low possibility of a civilian life hazard, quick control of the fire is the main objective once exposures are covered.
- The Engine officer must consider the location of his apparatus during the provision of this water supply to maintain a safe position in event of a collapse and maintain the ability to supply hand lines or an aerial master stream.
LADDER COMPANY OPERATIONS

Ladder companies operating at “VACANT DANGEROUS” structures shall also remain in defensive mode and operate from a safe exterior position unless there is a credible civilian life hazard or they are otherwise directed by a Chief officer in the role of Incident Commander. Their objectives shall be assisting the Engine companies in their efforts to get water on the fire.

- The Ladder company officer shall concentrate on exterior operations and position his apparatus in preparation for the eventual use of aerial master streams if ordered to do so by Command. An aerial ladder should be placed to provide the greatest coverage possible while at all times taking into account the safety of the firefighting force.

- Incident Commanders must enforce the perimeters and collapse zone boundaries in an attempt to keep members safe from direct impingement and debris knocked loose by master streams.

- Due to the low percentage of life hazard in a “Vacant Dangerous” structure, the need to perform a thorough search shall be done within the limits of safety and only under orders of the Incident Commander.

- Check exposures and operate as required by the I.C.

- Continuously monitor building for structural stability. Any changes should be reported to Command immediately.

4.3.8 SAFETY CONSIDERATIONS

The main objective at vacant dwelling fires is to maintain the safety and attempt to limit injury to our Department members. Strategy should be to control the fire and its spread as rapidly as possible with the least amount of risk to our members.

- All members must be aware of the signs of collapse and immediately report any unsafe or potentially unsafe condition to the Incident Commander.

- Collapse zones and perimeters must be adjusted as conditions change and collapse danger becomes more imminent.

The Buffalo Fire Department is tasked with the protection and preservation of life and property from the ravages of fire. However, as previously stated, the life hazard at a vacant structure fire is primarily that of our department members. Although, at times, it may become necessary to operate inside a vacant structure, an EXTERIOR ATTACK will be the first course of action.

4.3.9 VACANT BUILDING EVALUATION FORMS

The following are examples of the forms that will be used in conjunction with the Vacant Building Marking System. The F-99A shall be completed during the initial inspection and forwarded to Fire Headquarters. It will then be sent to the Alarm Office and input into the CAD system. Any additional information or item not addressed of the form shall be included on a Form 8 and attached to F-99A.
**VACANT BUILDING EVALUATION FORM**

<table>
<thead>
<tr>
<th>Address:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Name:</td>
<td></td>
</tr>
</tbody>
</table>

1. **Building Security**
   - □ Secure
   - □ Open/Unsecured (If checked complete an F-99)

2. **Building Construction**
   - Number of Floors ______
   - Structural Members
     - □ Steel
     - □ Concrete
     - □ Wood
   - Truss Construction
     - □ Roof
     - □ Floors
   - Exposed Structural Members
     - □ Yes
     - □ No
   - Exterior Walls
     - □ Block/Brick
     - □ Wood
     - □ Metal Tie Rods (stars)
   - Openings in Exterior Walls
     - □ Many
     - □ Few
     - □ Windowless

3. **Building Condition**
   - Interior walls
     - □ Good
     - □ Deteriorating
     - □ Multiple holes (fire spread)
   - Roof
     - □ Good
     - □ Some Deterioration
     - □ Major Deterioration
   - General Building Condition
     - □ Good
     - □ Minor deterioration
     - □ Major Deterioration
   - Chimney
     - □ Good
     - □ Minor deterioration
     - □ Major Deterioration
   - Holes In Floor
     - □ No
     - □ Yes (location) __________________________
   - Missing Stairs
     - □ No
     - □ Yes (location) __________________________
   - Open Shafts/Pits
     - □ No
     - □ Yes (location) __________________________
   - Signs of Human Activity
     - □ No
     - □ Yes (location) __________________________

4. **Hazardous Materials**
   - □ No
   - □ Yes What________ Where________

6. **Any Other Issues**: _______________________________________________________

Inspected By______________________ Co./Plt.__________ Approved by Battalion. Chief _____________________ Date________

Forward to: Fire Headquarters
The F-99 will be filled out if the inspected vacant structure is in need of being secured. This includes missing windows, doors or other holes in the structure that create easily accessible entry and exit points.

BFD BUILDING BOARD-UP REQUEST

F-99 (6/2006)  [☐] Post Fire  [☐] Other (i.e. drive-by)

Date of Request: _____________________  

Building Location: ________________________________

Building Owner Information: (if available)

Name: ________________________________
Address: ________________________________
Phone: ________________________________

Officer: ________________________________  CO/PLT: ________  BATT: ______

Signature

Forward to: Fire Headquarters
PURPOSE
The following procedure outlines the fireground strategy to be employed at structure fires. Fireground operations will fall in one of two strategies, OFFENSIVE OR DEFENSIVE. The two strategies are based on a standard Risk Management Plan that is to be employed at ALL structure fires. This is the basis for this procedure.

WITHIN A STRUCTURED RISK MANAGEMENT PLAN

WE MAY RISK OUR LIVES A LOT TO PROTECT SAVABLE LIVES.

WE MAY RISK OUR LIVES A LITTLE TO PROTECT SAVABLE PROPERTY.

WE WILL NOT RISK OUR LIVES AT ALL TO SAVE WHAT IS ALREADY LOST.

Considering the level of risk, the Incident Commander will choose the proper strategy to be used at the fire scene. The strategy can change with conditions or because certain benchmarks (i.e. ALL CLEAR) are obtained. The strategic mode will be based on:

- The building (type of construction, condition, age, etc)
- Structural integrity of the building (contents vs. structural involvement)
- The fire load (what type of fuel is burning and what’s left to burn)
- The fire and/or smoke conditions (extent, location, etc.)
- The rescue profile (savable occupants/survivability profile)

The Incident Commander is responsible for determining the appropriate fireground strategy. Once the appropriate strategy is initiated, it becomes the Incident Commander’s job to ensure that all personnel are operating within the strategy. By controlling the fireground strategy, the Incident Commander is providing overall incident scene safety. The proper strategy will be determined based on the following:

- Avoiding simultaneous OFFENSIVE and DEFENSIVE strategies in the same fire area. This typically happens by first committing personnel to interior positions, then operating master streams from exterior positions. This places interior crews in danger of injury or death.
- Matching the appropriate strategy to the fire conditions of the structure, and minimizing risk to fire fighters.
Managing fireground strategy must start with the arrival of the first unit and be constantly monitored and evaluated throughout the entire incident. The initial Incident Commander will include the fireground strategy in the on-scene report. As Command is transferred to later arriving officers, these officers assuming Command must evaluate the fireground strategy based on the Risk Management Plan.

Fireground strategy provides a starting point for fireground operations. Once the strategy is announced, all fire fighters know whether to operate on the interior or exterior of the building. The fireground strategy cannot be a mystery to anyone, everyone operating on the fireground must be operating in the same strategy mode; Offensive or Defensive.

**OFFENSIVE STRATEGY**

Within the framework of the Risk Management Plan, the structure must first be determined to be safe to enter. Once determined safe, an Offensive Fire Attack is centered around RESCUE. When safe to do so, the Phoenix Fire Department will initiate offensive operations at the scene of structure fires. The following are guidelines for offensive fire attacks:

Assign IRIC team prior to entry.
Initial attack efforts must be directed toward supporting a primary search -- the first attack line must go between the victims and the fire to protect avenues of rescue and escape.

Determine fire conditions and extent before starting fire operations (as far as possible). *Don't operate fire streams into smoke.*

Offensive fires should be fought from the INTERIOR-UNBURNED SIDE (interior capability is the principal offensive strategy factor).

Avoid exterior application of water during offensive operation. This is usually the very worst application point.

Avoid fire attack from the burning side of the building. An attack from the burning side generally will drive the fire, smoke, and heat back into the building and drive the interior fire control forces out of the building.

Companies must resist the urge to focus only on the fire (this is known as the "candle moth" syndrome or "tunnel vision"). In some cases, the most effective tactical analysis involves an evaluation of what is *not* burning rather than what is actually on fire. The unburned portion represents where the fire is going and should establish the framework for fire control activities and requirements.

Command must consider the most critical direction and avenues of fire extension, plus its speed, particularly as they affect:

- Rescue activities
- Level of risk to fire fighters
- Confinement efforts
- Exposure protection

Command must allocate personnel and resources based upon this fire spread evaluation.

Command must not lose sight of the very simple and basic fireground reality that at some point fire fighters must engage and fight the fire. Command must structure whatever operations are required to *PUT WATER ON THE FIRE.* The rescue/fire control-extension/exposure problem is solved in the majority of cases by a fast, strong, well-placed attack. Command must establish an attack plan that overpowers the fire with ACTUAL water application, either from offensive or defensive positions.
Command must consider the 7 sides (or sectors) of the fire: front, rear, both sides, top, bottom, and interior. Fires cannot be considered under control until all 7 sides are addressed. Failure to do so frequently results in fire extension.

Where the fire involves concealed spaces (attics, ceiling areas, construction voids, etc.), it becomes paramount that companies open up and operate fire streams into such areas. Early identification and response to concealed space fires will save the building. Officers who hesitate to open up because they don’t want to beat up the building may lose the entire structure.

Early ventilation (natural or positive pressure) is a major support item that must be addressed during concealed space attacks. This must be initiated early and be well coordinated. Ventilation openings should be made in the fire area. Positive pressure should be injected from the unburned side and exit the structure out the fire area.

Command must get ahead of the fire. Command must make critical decisions that relate to cutoff points and develop a pessimistic fire control strategy. It takes a certain amount of time to get water to a location, and the fire continues to burn while the attack is being set up. Command must consider where the fire will be when attack efforts are ready to actually go into operation; if misjudged, the fire may burn past the attack/cutoff position before resources and personnel are in position. Don’t play "catch up" with a fire that is burning through a building. Project your set-up time, write off property and get ahead of the fire. Set up adequately ahead of the fire, then overpower it.

WRITE-OFF PROPERTY THAT IS ALREADY LOST and go on to protect exposed property based on the most dangerous direction of fire spread. Do not continue to operate in positions that are essentially lost.

The basic variables relating to attack operations involve:

- Location/position of attack
- Size of attack
- Support functions

Command develops an effective attack through the management of these factors. Command must balance and integrate attack size and position with fire conditions, risk and resources.

Many times offensive/defensive conditions are clear cut and Command can quickly determine the appropriate strategy. In other cases, the situation is MARGINAL and Command must initiate an offensive interior attack, while setting up defensive positions on the exterior.
THE ONLY REASON TO OPERATE IN MARGINAL SITUATIONS IS RESCUE.

The effect of the interior attack must be constantly evaluated, and the attack abandoned if necessary. Strategy changes can develop almost instantly or can take considerable time. Command must match the strategy with the conditions. The Incident Commander controls overall incident scene safety by determining the proper strategy to be used.

If the Incident Commander doesn’t change strategies from offensive to defensive until the building is disassembling itself due to structural damage, Command is late in strategy determination and on the receiving end of the building’s decision governing the new strategy to be employed. Often times when the building gets to make those decisions, fire fighters become traumatized (physically and/or emotionally). THE INCIDENT COMMANDER DETERMINES THE STRATEGY, THE BUILDING SHOULDN’T.

Command should abandon marginal attacks when:

- A primary all clear is obtained and the situation is still marginal.
- The roof is unsafe or untenable. Especially working fires in large unsupported, or lightweight trussed attic spaces.
- Interior forces encounter heavy heat and cannot locate the fire or cannot make any progress on the fire.
- Heavy smoke is being forced from the building under pressure and is increasing.

Command needs to constantly evaluate conditions while operating in marginal situations. This requires frequent and detailed reports from Sector Officers.

It is imperative that Command assign a Roof Sector as early as possible during marginal situations for rapid evaluation of roof conditions. In certain situations Command should strongly consider not committing crews to the interior of a structure unless he/she receives a report from Roof Sector that the roof of the structure is safe to operate on and under. It is better to go from an offensive to a defensive strategy too soon rather than too late.

DEFENSIVE STRATEGY

The decision to operate in a defensive strategy indicates that the offensive attack strategy, or the potential for one, has been abandoned for reasons of personnel safety, and the involved structure has been conceded as lost (the Incident Commander made a conscious decision to write the structure off).

The announcement of a change to a defensive strategy will be made as Emergency Traffic and all personnel will withdraw from the structure AND MAINTAIN A SAFE DISTANCE FROM THE BUILDING. Captains will account for their crews and and advise their Sector Officer on the status of their crew. Sector Officers will notify Command of the status of the crews assigned to their sector. A PAR (Personnel Accountability Report) shall be obtained after any switch from offensive to defensive strategy.
Interior lines will be withdrawn and repositioned when changing to a defensive strategy. Crews should retreat with their hose lines if safe to do so. If retreat is being delayed because of hose lines, and it’s unsafe to stay in the building, hose lines should be abandoned.

All exposures, both immediate and anticipated, must be identified and protected. The first priority in defensive operations is personnel safety; the second is exposure protection.

The next priority may be to knock down the main body of fire. This may assist in protection of exposures but does not replace it as a higher priority.

Master streams are generally the most effective tactic to be employed in defensive operations. For tactical purposes, a standard master stream flow of 750 GPM should be the guideline. Adjustments may be made upward or downward from this figure but it is very significant in the initial deployment of master streams.

When the exposure is severe and water is limited, the most effective tactic is to put water on the exposure and, if need be, from the interior of the exposure.

Once exposure protection is established, attention may be directed to knocking down the main body of fire and thermal-column cooling. The same principles of large volume procedures should be employed.

Fire under control means the forward progress of the fire has been stopped and the remaining fire can be extinguished with the on-scene resources; it does not mean the fire is completely out. When the fire is brought under control, Command will notify Alarm utilizing the standard radio report of "FIRE UNDER CONTROL." Alarm will record the time of this report. Command must initiate a PAR report from all on scene sectors and crews.

If defensive operations are conducted from the onset of the incident, Command will notify Alarm that there will not be a primary search completed for the affected structure(s).
Operating at Emergency Incidents poses an inherent risk of injury – or worse, death. The purpose of this procedure is to describe the Regional Operating policy regarding risk assessment and safety management of emergency incidents.

We are committed to providing the safest possible work environment for our members. It is important that all members operating at incidents operate in a safe manner. Each must practice as a “Safe Person” for their own safety, as well as to minimize risk to others. Towards that goal, all members are expected to operate under the following risk management profiles.

- We Will risk our lives a lot, in a calculated manner, to save SAVABLE lives.
- We Will risk our lives a Little, in a calculated manner, to save SAVABLE property.
- We Will Not risk our lives at all for lives or property that are already Lost.

This risk management profile will be applied to all emergency incidents and will be continuously re-assessed throughout the incident operation.

When considering the SURVIVAL profile of any victims, members must consider the conditions present in the “compartment” or area of fire conditions or other conditions affecting survival. A fire in a rear bedroom of a house, with smoke throughout the house may allow a survivable environment if a search and rescue effort is initiated quickly. We may extend risk, in a calculated manner, with these conditions.

A significant fire in a residence with dense smoke under pressure to floor level throughout the building likely means victims could not survive. A very cautious, calculated rescue and fire control operation would be warranted.

A well-involved building would likely represent a zero survivability profile. Similar conditions in an abandoned building would indicate little survivability and little property to be saved and members should avoid an offensive fire fight.

Victims buried by a trench collapse or under water for 10 minutes or more, would be unlikely to survive therefore an extremely cautious and a well-planned, safe, recovery operation is required.

Rescuers should consider notification time, dispatch processing time, response time, and time on-scene as part of the calculation.

Actions in a calculated manner requires:

1. Incident Command established (where applicable)
2. Proper personal protective equipment
3. Accountability system established.
4. Safety procedures in place.
5. Continuous risk assessment by all members
1.0 Statement of Policy

1.1. Though the mission of the Fire and Emergency Services Department involves response to emergency incidents, the preservation of life (including those of Fire and Emergency Services Department members) is paramount.

1.1.1. No property is worth the life of a member of the Fire and Emergency Services Department.

1.1.1.1. Fire and Emergency Services Department members shall NOT be committed to interior firefighting operations in any structure that is obviously abandoned, derelict, known or reasonably believed to be unoccupied.

1.1.1.2. Fire and Emergency Services Department members shall NOT make entry into a hazardous environment without the material or substance being identified for other than life saving purposes and then only with appropriate training and equipment.

1.1.1.3. Fire and Emergency Services Department members shall NOT make entry into an unshored collapsed structure or trench for other than immediate life safety reasons, and then only with appropriate training and equipment.

1.1.2. A basic level of risk is recognized and accepted, in a measured and controlled manner, in efforts that are routinely employed to save lives and property; however, no level of risk to responders is acceptable in situations where there is no potential to save lives or property.

1.1.3. A higher level of risk is acceptable ONLY when there is a realistic potential to save known endangered lives.
1.1.3.1. This elevated risk shall be limited to operations that are specifically directed towards rescue and where there is a realistic potential to save person(s) known to be in danger.

1.2. Evaluation of safety conditions shall be on-going and a part of all tactical and strategic decision making at an incident or training session simulating incident conditions.

1.3. Communication of safety related information is required by ALL members:

   1.3.1. Members functioning in a supervisory role at the scene of an emergency shall accept and act upon all safety related information as soon as practical to make the scene safer.

   1.3.2. The questioning of orders or directives that appear to the recipient to be unsafe is REQUIRED, PRIOR to taking such actions.

      1.3.2.1. If an action appears to be unsafe, it is to be questioned IMMEDIATELY.

      1.3.2.2. The questioning of orders or directives shall address a stated concern, therefore giving the supervisor information to assess the question.

      1.3.2.3. If there is a continued lack of agreement on whether to proceed based on the safety risks:

         1.3.2.3.1. The action shall not be taken by the work group with the question; and

         1.3.2.3.2. The next level of supervision is to be immediately notified of the issue in question; and

         1.3.2.3.3. Alternate methods of accomplishing the task in question shall be considered.

      1.3.2.4. ANY MEMBER is authorized to not follow a directive that is in violation of a safety related SOP or standard practice.

1.4. Corrective action and safety information:

   1.4.1. Corrective action SHALL NOT be initiated against any member questioning an unsafe action at an emergency that could obviously
be expected to cause injury to themselves or members of their work group.

1.4.2. Corrective action MAY be initiated against any member questioning an unsafe action at an emergency if the concern is presented in what would obviously be determined as an insubordinate or disrespectful manner.

1.4.3. Corrective action SHALL be initiated in a situation where a member who is found to have:

1.4.3.1. Intentionally violated safety directives at an incident.

1.4.3.2. Intentionally given a directive that violates a safety related SOP or standard practice, whether it results in the injury of a member or not.

1.4.3.3. Questioned a perceived unsafe action at any time if it is obviously in an insubordinate or disrespectful manner.

2.0 Objectives

2.1. The objective of “rules of engagement” is to provide parameters for decision making and action, especially at incidents to minimize the potential for the injury, duty related illness or death of a Fire and Emergency Services Department member.

2.2. The objective of this SOP is to identify “rules of engagement” for incidents that pose a safety risk to members responding.

2.3. This SOP shall serve as the Department’s “risk management” policy with respect to operations at emergency and non-emergency incidents.

3.0 Responsibility

3.1. All members are responsible for:

3.1.1. Their own safety as well as the safety of those working with them.

3.1.2. Continuously identifying unsafe actions.

3.1.3. Reporting unsafe actions to their immediate supervisor or nearest, most accessible IMS management element.

3.1.4. Maintaining a knowledge of safety related SOPs and standard practices, so as to minimize the potential for the injury, duty related illness or death of themselves or those with whom they work.
3.2. Supervisory personnel are responsible for:

3.2.1. Conducting a risk assessment at every incident, with an associated plan to minimize those risks.

3.2.2. Maintaining a knowledge of safety related SOPs and standard practices, so as to minimize the potential for the injury, duty related illness or death of those that they supervise.

3.3. Incident Commanders are responsible for:

3.3.1. Evaluating the level of risk at every incident to include the following as a minimum:

3.3.1.1. The presence, survivability and potential to rescue human life.

3.3.1.2. The presence of savable property that requires minimal risk to responders.

3.3.1.3. The presence of conditions that could create a risk to responders including the presence of hazardous environments, unstable structures, chemicals, biological agents (including contagious diseases) or explosive devices.

3.3.1.4. The “mechanism of incident” or the cause of the incident and the potential that the cause of the incident itself may manifest itself in a way that will increase the risk to responders, such as unstable weather patterns, unruly patients or growing civil disturbances.

3.3.2. Re-evaluating incident conditions as often as necessary, but not less than every ten (10) minutes.

3.3.3. Assigning a Safety Officer and Assistant Safety Officer(s), as necessary, in conformance with Department SOPs.

4.0 Procedures

4.1. Risk Assessment for Firefighting shall include the following as a minimum:

4.1.1. Building/Container Characteristics

4.1.1.1. Construction type and size

4.1.1.2. Structural condition
4.1.1.3. Occupancy and/or contents

4.1.2. Fire Factors

4.1.2.1. Location and extent of fire

4.1.2.2. Estimated time of involvement

4.1.2.3. Smoke conditions

4.1.2.3.1. Volume

4.1.2.3.2. Velocity

4.1.2.3.3. Color

4.1.2.3.4. Density

4.1.3. Risk to Occupants

4.1.3.1. Known or probable occupants

4.1.3.2. Occupant survival profile

4.1.4. Firefighting Capabilities

4.1.4.1. Available resources

4.1.4.2. Operational capabilities and limitations

4.2. Risk Assessment for Emergency Medical operations shall include but not be limited to:

4.2.1. Survey the scene for:

4.2.1.1. Traffic hazards

4.2.1.2. Structural hazards

4.2.1.3. Visible signs of violence or potential violence, especially situations that could escalate to involve responders.

4.2.2. Survey the patient for:

4.2.2.1. Weapons or other items that could injure responders

4.2.2.2. Obvious signs of blood borne pathogens
4.2.3. Evaluate information acquired for:

4.2.3.1. Unseen hazards to responders

4.2.3.2. Potential situations that could pose a risk to responders

4.3. Risk Assessment for Hazardous Material operations shall include but not be limited to:

4.3.1. Identification of chemicals or materials involved

4.3.2. Potential that chemicals or materials involved may increase the risk to responders if they escape their current container or react to the surrounding environment

4.4. Risk Assessment for Technical Rescue operations shall include but not be limited to:

4.4.1. Evaluation of training and equipment of the members on scene to affect rescue

4.4.2. Evaluation of the availability of “non-entry” rescue options

4.4.3. Evaluation of time invested in rescue operations and the viability of rescue vs. the need to shift to recovery operations

5.0 Reference

5.1. IAFC Health and Safety Committee - Ten Rules of Engagement for Structural Firefighting and Acceptability of Risk

6.0 Appendix

6.1. Ten Rules of Structural Firefighting
10 Rules of Engagement for Structural Fire Fighting

Acceptability of Risk

1. No building or property is worth the life of a fire fighter.
2. All interior fire fighting involves an inherent risk.
3. Some risk is acceptable, in a measured and controlled manner.
4. No level of risk is acceptable where there is no potential to save lives or savable property.
5. Fire fighters shall not be committed to interior offensive fire fighting operations in abandoned or derelict buildings.

Risk Assessment

1. All feasible measures shall be taken to limit or avoid risks through risk assessment by a qualified officer.
2. It is the responsibility of the Incident Commander to evaluate the level of risk in every situation.
3. Risk assessment is a continuous process for the entire duration of each incident.
4. If conditions change, and risk increases, change strategy and tactics.
5. No building or property is worth the life of a fire fighter.
PHOENIX FIRE DEPARTMENT

VOLUME 1 – Operations

SAFETY MANAGEMENT SYSTEM

MP110.15  04/06 - R

PURPOSE

The purpose of this procedure is to establish guidelines for the organization and operation of a Safety Management Program for the Phoenix Fire Department.

POLICY

It is the policy of the Phoenix Fire Department to provide the highest level of safety and health for all members. The prevention and reduction of accidents, injuries and occupational illnesses are goals of the Fire Department and shall be primary considerations at all times. This concern for safety and health applies to all members of the Fire Department but also others who may be involved in Fire Department activities.

The Phoenix Fire Department shall make every reasonable effort to provide a safe and healthy work environment, recognizing the dangers involved in the types of service we deliver. All members shall operate with heightened concern for safety and health. Appropriate training, supervision, procedures, program support and review shall be provided to achieve specific safety and health objectives in all functions and activities.

SAFETY STRATEGY

The Phoenix Fire Department shall operate a Safety Program to eliminate accidents, injuries, medical and hazardous material exposures and damage to equipment and facilities. The basic safety strategy shall be:

- Reduce the likelihood of sustaining accidents and injury by maintaining a work force that is physically and mentally fit.
- Provide high-quality, state-of-the-art equipment and protective clothing.
- Conduct regular safety inspections of worksites and equipment.
- Keep all department members well informed of the status of safety programs and issues, and up to date on departmental safety performance.
- Observe safety performance and provide feedback.
- Ensure effective treatment and rehabilitation services are provided to department members.
- Collect and analyze accident, injury and exposure information.
- Formulate specific action plans to improve safety.

SAFETY OFFICER
The Safety Officer shall be responsible for managing the department's safety program. Safety Officer duties shall include:

- Chair the Safety Committee by preparing meeting agendas and notices.
- Provide for safety at incident scenes.
- Produce safety posters, bulletins and newsletters.
- Provide input on equipment and protective clothing safety.
- Manage the safety inspection program.
- Cause all accidents, injuries and exposure to be investigated.
- Maintain accident, injury and exposure statistics.
- Review supervisor accident and injury reports and report trends to the Fire Chief and the Safety Committee.
- Make recommendations to reduce or eliminate accidents and injuries.
- Provide for Safety education of all department members.

**FIRE DEPARTMENT SAFETY COMMITTEE**

The Fire Department Safety Committee shall provide policy guidance pertaining to health, fitness and safety issues.

The Safety Officer reports monthly to the Safety Committee on the impact and implementation of the Safety Program and on the effectiveness of any specific program actions.

The Safety Committee also acts as a fact-finding and review agency with the authority to cause immediate correction action when any hazardous condition or practice is detected.

The Safety Committee shall:

- Meet monthly to address safety issues
- Establish subcommittees.
- Assign subcommittee projects.
- Review the effectiveness of safety activities.
- Develop and implement safety procedures.

**SAFETY COMMITTEE MEMBERS**

The Safety Committee Chairman shall be the Department Safety Officer. Committee Members shall include:

- Fire Chief
- Assistant Chief – Medical Services
- Deputy Chief - Operations
- Deputy Chief – Personnel Services
- Deputy Chief – Training
- Deputy Chief – Fire Prevention
- Deputy Chief – Resource Management
- Safety Program Managers and staff
- City Safety Representative
- Industrial Hygienist
• Firefighters Local 493 Representative

SUBCOMMITTEES

The Department Safety Committee shall establish subcommittees to address specific safety issues. Subcommittee members shall be appointed by the Fire Chief, the Safety Committee, or the Safety Committee Chairman.

The roles of the subcommittee are to initiate and implement accident and injury prevention procedures, review accident and injury reports, and to perform work assigned by the Safety Committee. The following standing subcommittees shall meet on a regular basis.

SAFETY ACTION SUBCOMMITTEE

This new subcommittee under the department Safety Committee was generated in the RBO retreat in Flagstaff in December 2003. It includes the responsibilities of the Accident and Injury subcommittees. MP 110.15 reflects this change.

This committee will keep Safety in the forefront of everything we do, keep it fresh to our members and obvious in its exhibition throughout our facilities. This mission is not just about safety messages. The committee will identify trends, identify department-wide roles and responsibilities, develop a plan, implement, review, and revise the plan. If during this process training needs are identified, recommendations will be made to the RBO Training Committee.

INCIDENT SCENE SAFETY SUBCOMMITTEE

The Incident Scene Safety sub-committee shall address issues pertaining to safety at fireground, hazmat and emergency medical incidents. Responsibilities shall include:

• Develop and review safety procedures.
• Review accident and injury reports from emergency incidents (response).
• Make recommendations to the Safety Committee.
• Develop appropriate intervention methods.
• Coordinate intervention programs with appropriate sub-committees and sections.

VEHICULAR SAFETY SUBCOMMITTEE

The Vehicular Safety subcommittee shall address vehicular safety issues. Responsibilities include:

• Establish vehicular safety procedures.
• Provide safety input on design of apparatus.
• Assist driver training officer with driver safety education/training.
• Review vehicular accident/injury reports.
• Make recommendations to Safety Committee.
• Develop intervention methods.
• Coordinate intervention programs with subcommittees and sections.

WORK STATION SAFETY SUBCOMMITTEE
The Work Station Safety subcommittee shall address worksite safety issues. Responsibilities include:

- Develop work station safety procedures.
- Coordinate work station safety inspections.
- Work station accident/injury report review.
- Make recommendations to Safety Committee.
- Develop intervention methods.
- Coordinate intervention programs with subcommittees and sections.

HEALTH AND MEDICAL SUB-COMMITTEE

- Medical standards and physical examination programs.
- Physical performance standards and evaluation procedures.
- Exposure management of toxic substance/infectious disease.
- Physical fitness programs
- Physical fitness accident and injury review.
- Develop intervention methods.
- Coordinate intervention programs with subcommittees and sections.

PROTECTIVE CLOTHING AND EQUIPMENT SUBCOMMITTEE

The Protective Clothing and Equipment subcommittee shall address protective clothing and equipment issues. Responsibilities include evaluation of and specifications for:

- Self Contained Breathing Apparatus
- Physical training uniforms
- Station uniforms
- Turnout gear
- Safety equipment

ACCIDENT REVIEW SUBCOMMITTEE

The Accident Review subcommittee shall be an ad hoc committee formed for the purpose of reviewing and reporting on severe or unusual accidents and injuries. The subcommittee shall be convened at the request of the Fire Chief or the Executive Committee and shall submit their findings to the Fire Chief.

SAFETY REVIEW SUBCOMMITTEE

The Safety Review Subcommittee will meet monthly to review the previous month’s accident, injury and exposure statistics and cases. It will be made up of:

- Safety Officer
- Exposure Control Officer
- Representative(s) – Operations
- Representative(s) – Training
- Representative(s) – Resource
- Representative(s) – EMS/ETS
This subcommittee will review accident, injury and exposure cases as presented by the Safety and health and Fitness Sections. These case reviews will look at the following standard items for each accident, injury or exposure in order to determine appropriate action:

- Principle cause(s)
- Variables, such as weather or extenuating circumstances
- Warning notifications and/or Departmental Communications
- SOP changes
- Facility, apparatus, or equipment changes
- Educational and/or training needs
- Retraining, as required
- Referral to disciplinary process

Recommendations will be made based on available facts and information. If said facts or information are inadequate, further inquiry will be made by the committee (directly or indirectly) to improve the understanding of events leading to the mishap in question. This analysis will take place prior to final recommendations being made by the subcommittee. Said recommendations will then be forwarded by the Safety Officer to the necessary supervisors for implementing the actions to be taken.

**FIRE CHIEF AND SENIOR STAFF**

Following the monthly meeting of the Safety Review Subcommittee, the Safety Officer will meet with the Fire Chief and Senior Staff members to review these safety items:

- Standard reports of accidents, injuries, and exposures
- A summary of cases evaluated by the Safety Review Subcommittee
- Recommendations by the Safety Review Subcommittee
- Current activities and assignments of the Safety Section

**ACCIDENT/INJURY EVALUATION SYSTEM**

All accidents and injuries sustained by Phoenix Fire Department members in performance of their duties shall be reported. First level supervisors shall be responsible for conducting preliminary fact finding regarding injuries including exposures of their personnel and to ensure the proper reports are filed.

A. Emergency responders shall be responsible for fact finding and completion of all vehicular accident reports, all injury reports related to vehicular accidents and any injury reports related to emergency scene activities.

B. Battalion Chiefs shall be responsible for all injury reports other than vehicular accidents and emergency scene activities occurring during business hours to personnel assigned to their district.

C. Section heads shall be responsible for completion and review of vehicular accident and/or injury reports to their assigned personnel.
D. Contact the Safety Officer or designee on all accidents and/or injuries by pager or telephone as soon as possible, through Alarm Headquarters.
E. Contact Alarm Headquarters regarding exposures as soon as possible and fill out exposure reporting form to be sent to the Fire Department Health Center.

Cases involving extensive equipment and/or property damage or serious injury shall be reviewed by the Safety Officer or the Accident Review Committee. The purpose of reviewing is to determine why the accident/injury occurred and the actions necessary to eliminate future occurrences. When conducting fact-finding the supervisor shall:

- Provide a brief description of the accident.
- Identify the specific act or action that caused the accident/injury (using axe without gloves, driving too fast for conditions, etc.).
- Inspect equipment, accident site, or other items related to the cause of accident/injury.
- Identify unsafe condition(s) that caused the accident/injury (vehicle brake failure, water on streets, etc.).
- Identify other contributing factors (time of day, fatigue, etc.).
- Identify procedures that apply.
- Identify new procedures or equipment that could eliminate or reduce the severity of future incidents.
- Specify actions that will be taken to eliminate the occurrence of similar future accidents or injuries.
- Provide a simple diagram of vehicular accidents indicating streets, intersections, direction of travel and vehicle locations.
- Take direct action to eliminate hazards and affect safety attitudes.

The Performance Auditors may also assist in gathering information for further review.

**VEHICULAR ACCIDENT REPORTS**

- The Driver's Vehicle Accident Report shall be completed and sent to the Safety Officer within five (5) calendar days.
- The Safety Officer's Vehicle Accident Report shall be completed by the Safety Officer or designee and sent to the Safety Office within five (5) calendar days.
- The Supervisor's Safety Investigation Report (90-64D, R 07/01) shall be completed and routed through the appropriate Battalion Chief or Section Head within five (5) calendar days.
- The Lost, Stolen or Damaged Property Request (LSD, 92-22D, R 10/01) shall be completed and routed through the appropriate Battalion Chief or Section Head within five (5) calendar days.
- The Divisional Service/Supply Request (DSR, 92-15D, R 07/03) shall be completed and routed through the appropriate Battalion Chief or Section Head within five (5) calendar days.

**NOTE:** Also see M.P.110.01.

**INDUSTRIAL INJURY REPORTS**
Any member injured while on duty is required to fully complete all five (5) industrial forms consisting of:

- An Agreement on Disposition of Industrial Compensation Warrant (60-30D, R 12/79)
- Preliminary Injury Report (90-4D, R 03/02)
- Workman's Report of Injury (41-407, R 09/85)
- Authorization to Release Medical Information (41-407, R 09/82)
- Supervisor's Safety Investigation Report (Form 90-65D, R 12/86)

Additionally, if a member is injured due to a vehicle accident caused by a non-department member or by reason of assault, complete a Third Party Agreement (60-28D).

Route completed Industrial Packet to Fire Payroll via the appropriate Battalion Chief or Section Head within five (5) calendar days.

**NOTE:** Also see M.P. 110.02, Personal Injury Reporting.

**EXPOSURE REPORTS**

Phoenix Fire Department members who are exposed to a patient’s blood, body fluids or pass airborne during the performance of work duties must report the incident to protect themselves and the public. Reporting the exposure initiates a review into potential for infection and determines the course of actions to follow.

Infectious Disease Exposure Form 92-36D

Any employee that has a significant blood to blood exposure and has blood drawn to qualify for the State Presumption Law on AIDS must complete both the Infectious Exposure form 92-35D and the Significant Work Exposure form 04-614.91

**Exposure Fact-Finding**

Source patient testing for HIV, HBV, HCV, TB should be requested immediately after notification of significant exposure. The hospital will notify the Infection Control Officer (ICO) of test results. The ICO will notify the employee of source patient testing and results with a reminder that all communicable diseases information is confidential. The ICO documents the results of the investigation on IEF and forwards it to the Health Center for data entry and filing into the employee’s medical record.

**Safety Review Process**

This process is intended to provide the necessary communications and feedback to improve the safety behavior of firefighters in the Phoenix Fire Department. Such a process will utilize fact-finding, peer review, safety analysis, and policy change in order to provide quality control for departmental safety. The intent is to reduce accidents, injuries, and exposures. The process will establish a review cycle that will provide information to improve standard operating procedures, safety program applications, training methods, and fireground practices.
When an on-duty accident, injury or exposure happens, the on-duty Safety Officer will insure that a fact-finding effort is made to collect pertinent information concerning the mishap. This information along with required documentation for the file will be forwarded to the Safety Section or the Health and Fitness Section for review. Based on that review, appropriate cases will be sent to the Safety Review Subcommittee for evaluation.

The Safety Review Subcommittee will evaluate all available facts and information. Then they will determine appropriate action (if any) whether to meet with the individual(s) or the crew(s) involved in the accident, injury, or exposure prior to further recommendations being made. Such a meeting is intended to acquire a better understanding of the vent and to find out from those involved what is needed to correct or prevent a recurrence of the mishap. This additional information will be returned to the Safety Review Subcommittee to make a final determination. From that determination will come recommendations to improve SOPs or training methods. These recommendations will also address the need to provide additional training for those involved in the incident. An alternate method for gathering additional information, when a face-to-face meeting is not feasible, is to send a fact-finding packet to those involved in the accident, injury or exposure. This information will be returned to the Safety Review Subcommittee and processed in order to provide recommendations in the manner described above.

The Performance Auditing section may also be asked to gather information regarding the incident for further review.
PURPOSE

This procedure is to provide a standard system for reporting all fire department vehicular accidents. This procedure is also intended to include any accident on private property and fire department facilities.

All City of Phoenix employees are required to comply with A.R. 2.311, “Vehicle Accident Reporting Procedures and Action at Scene of Collision.”

REPORTING REQUIREMENTS

All vehicle accidents involving Fire Department vehicles must be reported to Alarm Headquarters immediately. The report to the Alarm Headquarters must include the following:

- Unit Number
- Location of the Accident
- If additional medical assistance (BLS, ALS, Rescue, etc) is needed.
- If a cover assignment is needed.
- Whether the apparatus/vehicle is drivable.
- An estimate of the extent and nature of vehicle damage or injuries.

ALARM HEADQUARTERS RESPONSIBILITIES

The Alarm Headquarters is responsible for the following for all accidents:

- Dispatch the appropriate Battalion Chief to the scene
- Dispatch the Police Department
- Notify the Safety Officer
- Notify the Apparatus Officer (RM14)
- Notify the Accident Page Group
- Notify the North or South Shift Commander

In the event of a serious injury or death as a result of the accident, the Alarm Headquarters will notify the following:

- Fire Chief
- Assistant Chief – Operations
- Assistant Chief – Support Services
- Assistant Chief – Human Resources
- Deputy Chief – Resource Management
- Division Chief – Fleet Management
- Liaison officers with the City Council/City Manager’s office
- Dispatch Fire Department Photographer and Video Technician
- Dispatch Department Chaplain
- Dispatch CV1
AT THE ACCIDENT SCENE

- Initiate appropriate medical assistance if needed.
- Do not discuss the accident with anyone other than Fire and Police representatives.
- Do no move the vehicle unless it is creating a traffic hazard.
- If you must move the vehicle – chalk the position of the vehicles tires prior to moving.
- Obtain witness’ names, addresses and phone numbers.
- Remain at the accident scene until Police and the Battalion Chief have completed their investigations.
- Complete the City of Phoenix Fire Department Accident Report Form (90-07D Rev 07/09)
- Complete the City of Phoenix Equipment Management Vehicle Damage Report Form (125-40D Rev 05/01)
- Fire Department employees involved in the accident should be isolated from the general public, the other parties involved in the accident and the news media.
- In the event of a serious accident, employees should be taken to the command van (if onsite) or to a nearby fire station. They must not be permitted to talk to anyone about the accident except to Police and Fire officials.
- Employees may be placed on Administrative Leave with Pay during the initial investigative process.

SAFETY OFFICER RESPONSIBILITIES

The Safety Officer shall cause all vehicle accidents involving Fire Department apparatus and fleet vehicles to have a fact-finding review. The Safety Officer may delegate the accident investigation to the appropriate Battalion Chief or other designated representative.

Where the Phoenix Fire Department may be at fault or serious vehicle damage, injury or death has occurred as a result of the accident, the Safety Officer will notify:
- City Risk Management
- City Insurance Adjuster
- Fleet Safety Section of City Safety

BATTALION CHIEF RESPONSIBILITIES

Battalion Chiefs will be dispatched to all vehicle accidents. It is the Battalion Chief’s responsibility to ensure that the accident paperwork is completed immediately. The accident paperwork consists of the following two (2) forms:

- The City of Phoenix Fire Department Accident Report Form (90-07D Rev 07/09) (This form is completed by the Driver and signed off by both the Captain and BC)
- The City of Phoenix Equipment Management Vehicle Damage Report Form (125-40D Rev 05/01) (This form is completed by the Driver and signed off by the Captain)

Accident Investigations
All accident investigations will include separate interviews with the driver of the Fire Department vehicles and all crew members. Other witnesses, both civilian and Fire Department member will also be interviewed. Names and addresses will be obtained.
Notes of each interview will be taken. The investigating Battalion Chief will collect all reports and statements before individuals are released from the scene.

The Battalion Chief is responsible for initiating the accident investigation by asking each member of the involved crew to:

1. Describe what was going on in the truck right before impact.
2. Identify where you were going.
3. Describe the accident.

The investigating Battalion Chief shall collect and forward the following to Fire Safety prior to the end of shift:

- Photographs of the accident
- Police Report Card with Police Report ID #
- Name and badge number of investigating Police Officer
- Names, addresses, hospital of all injured parties including civilians.
- The City of Phoenix Fire Department Accident Report Form (90-07D Rev 07/09)
- The City of Phoenix Equipment Management Vehicle Damage Report Form (125-40D Rev 05/01)
- Accident statements.
- Witnesses names, addresses and phone numbers.
- The Battalion Chief must specify the corrective action taken to prevent similar future accidents.

The Equipment Management Vehicle Damage Report must be submitted to Equipment Management within two calendar days. This can be accomplished electronically at the station. All investigation paperwork shall be forwarded to FIRE SAFETY via inter-department mail on the shift that the accident occurred.
Montgomery County Fire & Rescue Service

POST INCIDENT ANALYSIS

9863 Brookridge Court
Gaithersburg, MD
F10-0037499

April 5th 2010

Submitted by
Assistant Chief Scott Goldstein
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INCIDENT OVERVIEW

On April 5th 2010 at 16:16 hours MCFRS battalion 5 and 3 units were dispatched for a reported kitchen fire at 9863 Brookridge Court in Gaithersburg. The weather at the time was unusually warm for early April with air temperatures of 82°F roughly 40% humidity and winds from the west/southwest at 10 miles per hour and clear skies.

During the initial response additional 9-1-1 callers advised of visible flames and black smoke from the house as well as windows melting. The additional reports were added to the event remarks in CAD and provided to responding units’ MDC’s. Based upon the additional reports ECC dispatched the rapid intervention assignment prior to E708 arriving on scene. Based upon the a report from police on scene, monitored by the Special Operations chief, of “Flames coming out first and second floor, Everyone is out of the house, trying to get the neighbors out now” a task force was requested.

Units from Station 8 arrived on scene and discovered a three story, end unit, piggy-back style townhouse with dense black smoke from the windows on all three floors from sides alpha and bravo. Crews initially began an exterior attack and then transitioned into an offensive attack on the fire unit.

Crews/units were hampered by an out-of-service hydrant as well as some units being delayed in their response. As a result, several units were directed by command to alter their SOP assignments in order to accomplish critical tasks.

During the event, two firefighters suffered heat related injuries/illness and were transported to the hospital. Both personnel were discharged from the emergency room later the same night with "lost time" injuries.

The fire scene was examined by the Fire and Explosive Investigations section. At the writing of this report the cause of the fire is still undetermined. The fire damage was limited to the original unit, 9863, with damage to 3 adjoining units from the efforts to check for extension.

STRUCTURE/SITE LAYOUT

The townhouses in the McKendrie I development of Montgomery Village were constructed in 1977 and area of piggy-back design. The fire unit, 9863, was the end unit toward side bravo when looking from the street. The row of townhouse consisted of 10 units on side alpha and 10 on side Charlie.
The fire unit is of lightweight wood, type 5, construction on a concrete slab with three stories above grade. The unit is roughly 19 feet in width across side alpha and 25 feet in depth. The total floor space for this unit is roughly 1,200 square feet. Each level is connected via a staircase that abuts the exposure delta party-wall with 9861 Brookridge Court.

The townhouses are constructed with shared block walls between units. This greatly limited fire spread.
The townhouses have no fixed fire suppression systems.

It is unknown whether the unit had functioning smoke detectors as there were no occupants at home when the fire started.

The fire unit/townhouse block is located in a rectangle-shaped development with parking on side alpha. Side Charlie of the townhouse block abuts a small common area and then the rear of townhouses from Maple Leaf Drive.

### DISPATCH SUMMARY

911 call received at: 16:14

Call enters pending: 16:15:02

Box alarm dispatched: 16:16:13

<table>
<thead>
<tr>
<th>Engines</th>
<th>Aerials</th>
<th>Rescue Squad</th>
<th>EMS</th>
<th>Command</th>
</tr>
</thead>
<tbody>
<tr>
<td>E708</td>
<td>AT708</td>
<td>RS729</td>
<td>M708</td>
<td>Battalion 705</td>
</tr>
<tr>
<td>E729</td>
<td>AT729</td>
<td></td>
<td></td>
<td>Battalion 703</td>
</tr>
<tr>
<td>E753</td>
<td></td>
<td></td>
<td></td>
<td>Gaithersburg D/O</td>
</tr>
<tr>
<td>E728</td>
<td></td>
<td></td>
<td></td>
<td>Germantown D/O</td>
</tr>
</tbody>
</table>
Additional Units that responded
SP700   C717   C708   K717   SA700
EMS703  U131   DC700

Rapid Intervention Dispatch: 16:19:48

Aerials  AT735  Rescue Squad  RS717
EMS      M780B

1st Unit On-Scene (E708)  16:23:02
Task Force Dispatched    16:23:12

Engines  E722   E735   Aerials  T731

Additional Units Dispatched  16:49:55

Engines  E731   E713

COMMUNICATIONS

While first alarm units were still responded MDC update messages were provided that suggested a working fire:

<table>
<thead>
<tr>
<th>Time</th>
<th>MDC Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>16:16:22</td>
<td>Caller states no one is inside /// Corner black smoke is coming out</td>
</tr>
<tr>
<td>16:17:07</td>
<td>Caller reports lots of flames and smoke /// house is unoccupied but there are kids going near it</td>
</tr>
<tr>
<td>16:18:57</td>
<td>Caller states windows and house is melting</td>
</tr>
</tbody>
</table>

Based upon these reports, ECC dispatched the rapid intervention dispatch units at 16:19:48 (prior to the arrival of fire/rescue units). The units from FS8 only observed a visible column of smoke during the last leg of the response, roughly when units
were on Apple Ridge Road just off of Montgomery Village Avenue. Many other responding units reported seeing a very large column of black smoke during response.

<table>
<thead>
<tr>
<th>Time</th>
<th>MDC Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>16:22:29</td>
<td>4R14 <em>(police patrol)</em> flames coming out first and 2nd floor, everyone is out of the house, trying to get the neighbors out now</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>16:22:50</td>
<td>Special Operations Chief requests task force</td>
</tr>
<tr>
<td>16:23:44</td>
<td>Engine 708 on scene report</td>
</tr>
</tbody>
</table>

Upon arrival on scene units operated effectively on 7-Charlie. The task force and additional manpower units were placed on 7-Delta until directed to a tactical assignment. The command team utilized the Battalion 705 buggy as the incident command post, thus utilizing the multiple radio configurations to support operations.

**PRE-EMERGENCY PLANNING**

The station 8 townhouse/complex map for Brookridge Court was last updated in January 2007. Map # 08-039-095 provided a good overview of the layout of the complex/court.

Some of the responders on this event also responded on a large fire in exposure Charlie roughly 4 years ago. Their knowledge of the complex and the adjoining streets assisted in the selection of apparatus placement for alternate water supply.

**ON SCENE OPERATIONS**

**Water Supply**

During the response E708 advised that they would be taking their own hydrant at 9870, which was across the street from 9863. Upon arrival E708 positioned to hook up to this hydrant and when the driver exited the vehicle then observed the hydrant marked with an “OUT OF SERVICE” ring.
This situation was rapidly relayed to the Incident Commander and the I/C instructed E729 (2nd due) to find a hydrant and to lay a line into E708. At the same time, a ride-along/observer on E708 was instructed by the engine driver to start hand-jacking a 4” supply line back toward 9851.

The I/C observed this function and assumed that the observer/ride-along was going to wrap the hydrant at 9851. E729 was then advised to pickup E708’s hydrant at 9851.

Prior to the bad hydrant situation, E753 had called out 3rd due water supply instructions that they were going to lay out from 9851, which E728 acknowledged. As this hydrant was now E708’s primary hydrant, E753 revised their layout to be from 9814.

E753 arrived and began laying a 5” supply line in from the hydrant at 9814, at which time the observer/ride-along from E708 was continuing to pull the supply from E708 further down the street, and actually passed E753. At this point, six minutes had transpired since E708 had begun an attack on the fire with tank water, so Command instructed E753 to make charging E708’s supply a priority.

To accomplish this, E753 supplied their 1,000 gallons of tank water to E708 by connecting E708’s supply to E753. This provided E708 with another tank full of water to continue the attack. After E708’s supply line was charged by E753, E753’s supply line was charged, but the section connected to E753 developed a severe leak and this had to be replaced, causing the water supply to temporarily be discontinued.

Because E753 had effectively become a relay engine supporting E708, E728 now assumed the side Charlie responsibilities of the third due engine. E728 laid out from the same hydrant as E753 (at 9814). E728’s supply line was never charged from the hydrant because E753’s 5” supply line was connected directly to the hydrant steamer connection and no unit could expand the water supply once the hydrant was charged.

E728's supply line was never charged. E728 accessed the fire lane on side delta of 9845/9883 and made access to side Charlie.

As the water supply situation was unfolding, E717 as 5th due and with knowledge of the neighborhood configuration asked command if they should lay a line from Maple Leaf Drive and access side
Charlie. Command acknowledged this request and E717 initiated water supply for Side Charlie.

**Initial Actions**

Upon arrival E708 was faced with a three-story, end of the row, piggyback style townhouse with heavy black smoke pushing out from all three levels. E708 positioned on side Alpha just past the fire unit while AT708 positioned on side Alpha with the turntable in front of exposure Delta, 9861. Battalion 705 (BC705) as well as the Special Operations Chief (SP700) followed the units from FS8. SP700 established command while BC705 performed a 360 degree assessment of the complex.

E708 lead off with a 1 ¾" hand line and advised command they were initiating a defensive attack. This message was acknowledged by command and relayed to all units on the fireground. Concurrent with the initial attack, command was informed that all occupants were out of the house. This too was relayed to all units.

Command established the side Alpha division with E708 and AT708 under the supervision of Chief 705C.

At this time RS729 arrived and command recognized the possibility of lateral fire spread and life safety of the exposure Delta townhouse, 9861. RS729 was assigned as Exposure Delta and told to advise the conditions there. As unit began to arrive, Chief 717 was assigned as the Exposure Delta supervisor along with other units.

Once E708's water supply was expanded, side Alpha division advised that they were beginning an interior attack via the front door on side Alpha. At that time the side Alpha division was renamed Fire Attack. The Fire Attack group had E708, E753, AT708, AT729 and C705C. The crews encountered a large volume of fire on the first and second floors with high heat conditions. The third floor had no
visible fire conditions but there was significant heat buildup and very limited
visibility.

As crews continued to operate in the fire unit, replacement crews and additional
crews were requested. Due to the lack of adequate reserves on scene,
division/groups/personnel had to wait extended periods of time for relief crews to
arrive and be deployed.

Rapid Intervention Company/Group
At about this time E729 reported to the command post and advised they were
short 1 member of their crew and that they had only two personnel. Command
assigned them to begin expanding on the two-out that was initially assigned to
M708 and to become the Rapid Intervention Company.

After assisting with the water supply situation for E708 on side Alpha and
stretching a leader line to side Charlie (where E717 had already been deployed),
E728 took their assigned duties as the Rapid Intervention Company and began
building the Rapid Intervention Group with RS717, AT735, and M708B near the
Alpha/Bravo corner of the townhouse row.

Injured Fire Fighter

While operating inside the fire unit on the second floor, E708’s nozzle firefighter
advised the officer that they needed to exit the building. The officer advised them
to do so. At that time there was active fire on the 2nd floor and initially there was
no one for E708’s officer to pass the nozzle to. After three or four minutes,
E708’s officer was able to pass the nozzle to another crew and he exited the
building to track down the injured member of his crew. E708’s officer found the
firefighter on side Bravo of the townhouse being attending to by M708B’s crew.

Extension / Overhaul
Due to the extended length of fire growth and development in the townhouse, a
significant amount of fire entered the ceiling/floor void spaces as well as the attic.
This created a very labor-intensive effort to open all void spaces to check for fire
extension. The Safety Officer advised that all the ceiling drywall needed to be
pulled to find all hidden fire. This function had to be completed before forced
mechanical ventilation could be started.
INCIDENT MANAGEMENT STRUCTURE

STAGING
The task force was requested prior to the arrival of units. Upon dispatch ECC instructed the task force units to operate on 7-Delta. Due to the need for additional manpower in the fire unit, the task force units were instructed to report to the command post on side Alpha. Immediately upon arrival this units were placed in tactical assignments.

In an attempt to ensure adequate manpower on scene, two additional units were dispatched at 16:49:55. E731 and E713 responded from quarters and were advised to report directly to the command post for assignment and to not stage.

Additionally, a request was made for two additional transport units; one ALS and one BLS, to provide backfill due to the transport of the two injured firefighters. These units, M729 and A717, were instructed to stage and coordination was attempted to allow for patient hand off.

SUPPORT FUNCTIONS
As part of the rapid intervention dispatch, Canteen 708 and Air 733 were alerted. Both units arrived on scene and positioned as best possible due to the complex configuration and hose lines and other obstructions. Canteen 708 provided rehab supplies to the rehab area that had been set up on side Bravo of the fire unit on the grass.
Due to the damage of the fire unit and exposure Delta, the American Red Cross (ARC) was requested and arrived on scene. The ARC provided assistance to two families with a total of seven people.

Montgomery County Sixth District and Gaithersburg City police assisted with crowd and traffic control as well as initial occupant interviews prior to the arrival of the fire investigators.

**SAFETY GROUP**

Early into the event, Chief 708 was assigned as the Incident Scene Safety Officer (ISSO). Upon the arrival of Safety 700 the assignment of the ISSO was transferred to Safety 700. As mentioned earlier, interior fire conditions and extension had to be contained before forced mechanical ventilation could begin or the Immediately Dangerous to Life and Health (IDLH) conditions could be cleared. This required all personnel operating in the fire building to remain “on air” longer than normal.

**ACCOUNTABILITY**

During the event command maintained accountability by division and groups while utilizing a tactical worksheet. While active suppression activities were occurring, two Personnel Accountability Reports were completed via radio and face-to-face communications. The accountability reports were completed at 25 and 45 minute duration marks.

**INVESTIGATIONS**

The Fire and Explosive Investigations section assisted on scene with origin and cause determination. FM62 was the lead investigator with assistance from FM58. The FM’s determined that no residents/occupants were at home for several hours before the discovery of the fire. A witness advised they saw the fire in the first floor kitchen area of 9863 before calling 9-1-1.

Due to the extensive damage to the first floor kitchen area, the FM’s could not determine the specific area of origin. The residents/occupants reported having several electrical problems in the kitchen wiring. The fire was classified as undetermined cause originating in the kitchen area. The FM’s estimated damage as $150,000.00 to the structure and $75,000.00 to the contents.
LESSONS LEARNED

Water Supply

As the out of service hydrant was discovered and “plan B” for water supply had to be implemented, all personnel took the steps necessary to ensure E708 had a water supply. This task required multiple personnel and units but the water supply of the first due/attack engine must take precedence over all other tasks.

During the process of hand jacking the 4” supply from E708, the observer/ride-along bypassed the hydrant at 9851. This hydrant was the next closest water sources to the fire unit. This was done because the status of this hydrant was unknown and members of the first arriving units did not realize it was there. This hydrant was not utilized during the event until the overhaul stage.

One of the critical functions of the four-way hydrant value, also referred to as the Humat Valve, is the ability to establish an uninterrupted water supply without requiring an engine at the hydrant initially. When placed at a hydrant, a supply line with a Humat Valve can be connected by any on-scene personnel and water supply can be initiated. Additionally, the water supply engine can connect to the Humat’s 4½” steamer connection and after opening the butterfly valve can utilize additional water from the hydrant.

E753 does not operate with a Humat/4-way valve on their supply line. This required the 5" stortz adapter be connected directly to the hydrant steamer connection. As such, the water supply from the hydrant at 9814 was limited to only the E753/E708 configuration.

**Recommendation**

All engines operating in Montgomery County should be equipped with a Humat/4-way valve.

Attack Line Selection

The proper selection of attack line size is made based upon observed conditions upon arrival, fire load, and available staffing. During the hotwash it was learned that E708 selected a 1 ¾” pre-connected hand line. At the time of arrival the fire unit presented with heavy black smoke pushing from windows on all three floors and both side Alpha and Bravo and E708 had a 4-person crew. Additionally E708 advised that they were initiating a defensive attack.
In light of the conditions upon arrival and the mode of fire attack a larger hand line or portable Blitz fire nozzle should have been selected. However, as circumstances of this event unfolded including the prolonged water-supply problems, the selection of the 1 ¾” hand line allowed for an uninterrupted fire attack from tank water.

E708’s initial attack line operated as foam solution as outlined in Fire Chief’s General Order # 10-03. Since the initial fire attack was designated as defensive, E708’s attack line should have been pumped as compressed air foam (CAFS).

**Recommendation**
All engines officers should consider fire state upon arrival when selecting fire attack lines and extinguishing agents.

**Resources**
Given the fire condition and high air temperature the Incident Commander did not ask for sufficient resources in a timely fashion. Compounding the fire growth and air temperature, additional factors including the location in the northeast edge of Montgomery Village and the time of day (afternoon rush hour) created extended response times. The situation was further compounded when two firefighters were injured, stripping additional personnel. Command initially called for a Task Force prior to arrival based upon CAD messages and the police report. Upon arriving on scene the Incident Commander should have increased the task force to a 2nd alarm.

**Recommendation**
Over resource then right size – you get one first move.

**Incident Command System – Terminology**
As the fire attack transitioned from defensive to offensive, the Incident Commander renamed Division Alpha to Fire Attack, to imply to those units that “you have the entire fire building.” For the Incident Commander this meant that all operations inside the townhouse were the responsibility of the Fire Attack Group Supervisor. The use of fire attack created some confusion as the division supervisor was required to move between three levels of the townhouse impact effective span of control. This also provides the opportunity for crews to freelance as the division supervisor is not present.

**Recommendation**
Utilize traditional structure sub-division by creating Division One, Division Two, and Division Three.
Heat Preparations
While the calendar indicated that this was the first week of April, the weather conditions were indicative of mid summer. Each year personnel acclimate to the summer heat and humidity during the early weeks of May and June.

Performing fire ground tasks for 30 to 45 minutes can result in approximately 2% loss of body weight. That same 2% loss of body weight can result in 10 to 15 % reduction in performance.

**Recommendation**
Fire department personnel should prepare for duty everyday as if it was the middle of summer. This includes constant hydration, not just when thirsty.

Communications
E735 was operating with a Master Fire Fighter (MFF) operating as the unit officer while the captain provided support in a “shadow” role. When E735 arrived they were assigned to the fire unit and then assumed the role of the Fire Attack group supervisor. Once inside the MFF missed several radio calls from units assigned to fire attack as well as command. Tower 735’s officer advised command of E735’s unit officer situation at which time command directed E735’s Captain to assume the unit officer and group supervisor role.

**Recommendation**
All personnel operating in unit officer and division/group supervisor roles must constantly monitor the radio to ensure situational awareness and unit/division/group coordination.

Response Order
At the time of dispatch E729 and E717 were engaged in training activities or responded from another event. This caused both units response to be delayed. Neither of these delays were communicated on the tactical talk group. While the delay of the 5th due engine, E717, does not play a pivotal role in the event; the delay in the 2nd due engine is critical. Additionally the water supply issues that developed during this event highlighted the critical nature of the delay of E729.

**Recommendation**
All unit officers should immediately notify ECC and the first due battalion chief if their response will be delayed.
SUMMARY

All personnel that responded to this event were faced with a well developed fire in a three story townhouse on an abnormally hot spring day. The fire development combined with the water supply difficulties created the recipe for problems. All initial crews provided the correct focus to ensure that E708’s supply line was charged.

Once the water supply issues were overcome, crews engaged in an aggressive interior attack on the fire unit and check of the exposures. During the attack, two fire fighters were injured/impacted by heat exposure symptoms.

All personnel operated very well at an extremely taxing fire on an extremely hot/humid spring day.
PURPOSE:

To establish a committee and specialized subcommittees to work with the Health and Safety Division (HSD) in reviewing ideas and suggestions, establishing plans, and developing policies relating to occupational safety and health within the Fire and Rescue Department (FRD) in order to ensure a consistent level of safety awareness throughout the department.

I. OCCUPATIONAL SAFETY AND HEALTH COMMITTEE

A. The Occupational Safety and Health (OSH) Committee shall consist of department personnel. At a minimum, the following divisions, sections, or groups shall have representatives on the OSH Committee:

1. Health and Safety Division
2. Resource Management Section
3. Apparatus Section
4. Training Division
5. Local 2068
6. Progressive Firefighters
7. Hispanic Firefighters
8. Volunteers
9. Fire and Rescue Officer's Association
10. Women’s Programs
11. Public Safety Occupational Health Center
12. Fire Prevention Division
13. Operations

II. DUTIES

The OSH Committee shall:

A. Meet at least quarterly at a time and location designated by the chairperson. Special meetings may be called as necessary by the chairperson.
B. Serve as an advisory group to the Fire Chief, senior staff officers, and supervisors on safety-related issues.

C. Develop specific recommendations to resolve problems identified and brought to the attention of the committee.

D. Publish a reviewed Occupational Safety and Health Plan for the department in January of each year for possible use in budget preparation.

E. Make recommendations to the senior staff that equipment, practices, and procedures be evaluated or changed as needed in coordination with other department committees and subcommittees.

F. Review suggestions and ideas on safety-related topics submitted to the committee.

G. Serve as the main supportive group for other committees on specific safety and/or health issues. Such committees shall include, but are not limited to:

1. Accident Review Board
2. Protective Clothing Committee
3. Wellness Fitness Program

H. Resolve any issues or discrepancies found in or identified by any of the above committees.
INTERNATIONAL ASSOCIATION OF FIRE CHIEFS

Officer Development HANDBOOK

In pursuit of the planned, progressive life-long process of education, training, self development and experience.

Published in partnership with the IAFC Foundation
In pursuit of the planned, progressive life-long process of education, training, self-development and experience.
This *Officer Development Handbook* is the result of a three-year work effort and was brought to fruition by the IAFC’s Professional Development Committee. Beginning with a single-minded vision to provide a clear roadmap for success as a fire service officer, the committee has worked in an energetic and determined manner to bring this vision to reality.

The committee members melded diverse points of view into a professional development planning tool that will serve both incumbent and aspiring officers. As a group, we are committed to moving our profession toward professional status and believe that this handbook is a significant step in that direction.

I recommend this handbook to you with great confidence. Please take the opportunity to recognize the consummate professionals listed below who came together to achieve this goal.

– JIM BROMAN, CHAIR

IAFC PROFESSIONAL DEVELOPMENT COMMITTEE

| Committee Chair | Richard A. Marinucci, Chief Farmington Hills Fire Department Farmington Hills, MI | Mario H. Trevino, Chief San Francisco Fire Department San Francisco, CA |
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| Franklin H. Edwards, Deputy Chief Chesterfield Fire Department Chesterfield, VA | Bruce J. Moeller, Chief Sunrise Fire-Rescue Department Sunrise, FL | John Tunstall, Chief Hopewell Bureau of Fire Hopewell, VA |
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Officer Development Handbook

“Professional development is the planned, progressive life-long process of education, training, self-development and experience.”

– IAFC

INTRODUCTION

Congratulations on your interest in professional development and the path toward a leadership role in fire and emergency services. We enjoy a common bond as members of this distinguished profession. We (the current leadership) are, therefore, very interested in and committed to your development as a fire service leader.

We understand that professional development is a journey, not a destination. We encourage you to join with us on this journey—a never-ending journey—of professional development.

The following pages offer information that will enable you to plan a systematic program of development for your professional service career. This handbook is designed to present the recommendations of the International Association of Fire Chiefs. Please be sure to learn and incorporate the specific requirements set forth by your agency, which are your agency’s requisites for career advancement.

No person is able to stop or stand still in this process. You are moving forward—developing, growing and improving—or you are slipping backward. Just as the muscles of the human body soon atrophy if not used, so will your leadership skills if you do not have a plan to “exercise” them.

We note that this edition of the handbook is a work in progress. This initial publication is focused upon the preparatory steps for moving into officer positions. In the context of a life-long process, we plan in a subsequent edition to address the ongoing development needs of those who have achieved officer status.
HISTORY

The need for professional development, especially for fire service officers, is not a new issue. At least as early as 1966, this issue drew international attention as a key component of the report from the first *Wingspread Conference — Statements of National Significance to the Fire Problem in the United States*. This conference convened top fire service leaders on four occasions at 10-year intervals. Each conference continued to emphasize the need for the development of effective leadership.

In the foreword to the initial report, the committee notes that all too often, “success is largely dependent upon the caliber of leadership of the individual fire chiefs, and there is no assurance that this progress will continue…when there is a change of leadership…”

Further, *Statement #9* of the report reads, “*The career of the fire executive must be systematic and deliberate.*” This statement goes on to point out the ineffective fire service practice of promoting personnel into higher ranks and then attempting to train or educate them. This practice of on-the-job training, rather than systematic skills building and preparation, is in direct contrast to the methodologies employed by virtually any other profession.

**And what has happened in the interim?**

- **Wingspread II – 1976; Statement 6**
  
  “A means of deliberate and systematic development of all fire service personnel through the executive level is still needed. There is an educational void near the top.”

- **Wingspread III – 1986; Statement 3**
  
  “Professional development in the fire service has made significant strides, but improvement is still needed.”

- **Wingspread IV – 1996; Statements 7 and 9**
  
  “Leadership: To move successfully into the future, the fire service needs leaders capable of developing and managing their organizations in dramatically changed environments.”

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1. Wingspread Conference on Fire Service Administration, Education and Research; The Johnson Foundation, Racine, Wisconsin; 1966; page 5.

2. Wingspread Conference on Fire Service Administration, Education and Research; The Johnson Foundation, Racine, Wisconsin; 1966; page 13.
“Training and Education: Fire service managers must increase their professional standing in order to remain credible to community policy makers and the public. This professionalism should be grounded firmly in an integrated system of nationally recognized and/or certified education and training.”

Have we made progress? We certainly have. However, much remains to be accomplished. The challenge before us asks, what will be written about this issue as the result of Wingspread V? The need is certain and your involvement and action is imperative. With a thoughtful professional development plan and your commitment, we can make a difference now and for the future.

**MOTIVATION**

We encourage prospective officers to give careful consideration to their motivation for seeking advancement. Do you want to have a greater influence on your work environment? Do you have an interest in the challenges of leadership? Do you value status within the organization? Are you interested in higher levels of compensation? Do you have a personal commitment to public service?

All these possibilities and more are available to you through professional development and advancement. They do not, however, come without significant investment of your time, energy and money. We challenge you to carefully consider your interests in this pursuit and ensure that, in your assessment, the returns will meet those interests.

Each step or progression in rank comes with added challenges and complexity. You must be aware of this fact and ready to deal with it. You may and should discuss this issue with incumbent officers but also recognize that each person’s experience is unique. Knowing what you want and need in your work and career is vital. Remember the oft-quoted axiom from *Don Quixote*, “Make it thy business to know thyself, which is the most difficult lesson in the world.”

**MENTORSHIP**

This handbook would not be complete without at least an acknowledgment of the importance of identifying and engaging a mentor. A successful mentor guides and coaches you through your development experience and growth. The good mentor does not tell you what to do but rather gives you options, challenges you to see the big picture, encourages, identifies areas for improvement and helps you refine your skills.
It is quite likely that over the course of time, you may have several people who, at different times and in different ways, serve as mentors. These are people who have “been there...done that” and are willing to share their experience(s). With those resources available, you can draw upon their wisdom and experience to shape your own skills and style as a leader. One may be with you for a relatively short time and another for many years.

And finally, remember that those who will follow you are in need of this same support. Be ready to invest when the opportunity presents itself. The mentor can benefit as much from the relationship as the protégé.

**MAPPING**

Our definition…

*“Professional development is the planned, progressive life-long process of education, training, self-development and experience.”*

…contains four distinct elements. This handbook is organized according to those four elements:

- Education
- Training
- Experience
- Self-development

The first two elements are especially critical and merit special attention. They form the basis of a nationally recognized model for fire service professional development.
This model clearly illustrates the importance of both education and training. It also reflects the fact that emergency response training activities are more prevalent during the initial career years, while organizational skills grow from a shift to an education emphasis.
MEASURING

Much of a journey’s success is measured by progress along the way. These measurements are the means whereby we gauge our success and appreciate what remains ahead of us. The journey of professional development is no different.

In this context, we measure progress through credentials. These credentials may come in the form of certifications, designations, academic degrees, diplomas, licenses, certificates, transcripts and continuing education units (CEUs). This handbook focuses primarily upon fire service certification(s), Chief Fire Officer Designation and academic transcripts. You should clearly understand that your objective is not the credential but rather the knowledge, skill or ability to which the credential attests. The credential documents your achievements and therefore is an essential component.

Certifications typically are granted through a national/international certifying body such as the International Fire Service Accreditation Congress (IFSAC) or the National Board on Fire Service Professional Qualifications (NBFSPQ). Subsequent to recognized training, you will be tested in the areas of knowledge and/or skills by agents of the certifying body. If successful, you will be granted certification for the appropriate level of professional achievement. These certifications begin with the entry-level firefighter and progress into the fire officer levels.

As you progress beyond the Managing Fire Officer level, the nature of the work and the career preparation becomes more subjective. In response to the unique nature of this work, Chief Fire Officer Designation (CFOD) has emerged as an effective credential for those at the Administrative Fire Officer and Executive Fire Officer levels. CFOD is a relative newcomer to this process and is the result of many years of work by IAFC leaders to recognize qualified chief officers.

The Commission on Chief Fire Officer Designation and its parent organization, the Commission on Fire Accreditation International Inc., guide this process. This process employs a portfolio approach, whereby the aspiring chief officer can plan, track and present those professional development accomplishments for peer assessment.

Academic progress is measured through the use of transcripts, which are formal records of a student’s performance and are maintained by the institutions of learning. Upon successful completion of recommended or required course work, the college or university grants credit for the accomplishment and enters that on the individual’s transcript. As the student completes a prescribed block of education, the granting of academic degrees further recognizes that accomplishment; e.g., baccalaureate degree, master’s degree and doctoral degree.
As the options for pursuing education have expanded dramatically over the past decade, it is even more important to explore the qualifications of the college or university where you consider earning a degree. One of the most important considerations is accreditation by a recognized accrediting organization.

In order to assure a basic level of quality in education, the practice of accreditation arose as a means of conducting non-governmental, peer evaluation of educational institutions and programs. There are two basic types of educational accreditation. One, identified as “institutional” accreditation, normally applies to an entire college or university. The other, identified as “programmatic” accreditation, only applies to programs, departments or schools that are a part of the institution. Accreditation does not provide automatic acceptance by one institution of credit earned at another institution, nor does it guarantee acceptance by an employer. However, it is often the first question others will ask when reviewing your educational qualifications.

While the government does not accredit educational institutions and/or programs, the secretary of Education is required by law to publish a list of nationally recognized accrediting agencies that the secretary determines to be reliable authorities. There are also accrediting organizations that the secretary does not consider as reliable—these organizations do not assure the quality of education the accreditation process is intended to provide.

For further information about accreditation of educational institutions, and for a list of nationally recognized accrediting agencies, visit the Department of Education’s Web site at www.ed.gov.

We want our officers to have the knowledge and skills necessary to be successful in supervisory, management, administrative and executive positions.

This key statement is given special emphasis so that handbook users will understand that professional development is not solely about certifications and degrees. These benchmarks are useful in documenting achievements in training and education. As such, they may be predictors of the likelihood that the recipient possesses the requisite knowledge and skills. The content of the learning experience is, however, of greater importance.
For example, a given college degree may be from a fully accredited higher education institution, but the coursework may lack one or more subject areas essential to success as an officer/leader in your agency. Therefore, this handbook focuses on key elements and targeted learning outcomes. The contents are, however, arranged and organized consistent with typical certification and degree programs.

Fire service technical certifications are based primarily upon NFPA Professional Qualification Standards (1000 series) with the balance based upon other key national standards. Chief Fire Officer Designation, by comparison, is based upon a blend of technical competencies, college education, leadership experience and job-related activities.

The educational requirements are consistent with those published through the National Fire Academy by the Fire and Emergency Services Higher Education Conference in its Model Fire Science Curriculum. The completion of all stipulated higher education course work should enable the student to qualify for the commensurate academic degree(s).

The third element, experience, should be self-evident. It is tied to those work experiences that are important to fostering the mastery of basic skills, including communication skills, and instilling self-confidence in the officer’s ability to assess situations and improve them.

The final element, self-development, is more subjective. It deals with your awareness, personal attributes and attitudes, which are individually developed and refined. It results from how you have grown, matured and evolved over time. It depends upon your physical, mental and emotional health and is typically driven by your values. The expectations listed here are based upon key indicators, activities and experiences that your self-development is at a place where you are prepared to assume the challenges of supervision and leadership. You are encouraged to foster your development in this area through seminars, self-study, being mentored and similar experiences.
MAINTAINING

The initial achievements of training, education and experience are vital and occupy much of this handbook’s attention. We also recognize that, in the spirit of our definition of professional development, the process is life long. Therefore, the initial achievement is not sufficient to meet the challenges of our profession. We must also have a system in place to enable each of us to maintain our knowledge, skills and abilities.

Currently, fire and emergency services professionals make use of professional associations, conferences, seminars, workshops and similar offerings to meet their individual needs. We have yet to define a consensus plan or structure to meet this important need. This edition of the *IAFC Officer Development Handbook* is being published before that work effort is completed. For now, suffice it to say that there is much more to come on this subject.

CONCLUSION

Regardless of your current career progress, we encourage you to incorporate systematic and deliberate professional development in your fire and emergency services career. Whether your involvement is through full time employment or volunteer service, the challenges of today’s fire service demand your commitment to training, education, experience and self-development.

We offer this important reminder...your professional development is a journey, not a destination. Remember...

*Patience, persistence and perspiration make an unbeatable combination for success.*

– NAPOLEON HILL

*There are no secrets to success. Don't waste your time looking for them. Success is the result of perfection, hard work, learning from failure, loyalty to those for whom you work and persistence.*

– COLIN POWELL

*You've achieved success in your field when you don't know whether what you're doing is work or play.*

– JAMES BEATTY
FORMAT

In each of the following four sections of this handbook, you will find a consistent format for the presentation of our recommendations.

Each section begins with an overview of the corresponding NFPA 1021 – Standard for Fire Officer Professional Qualifications as promulgated by the NFPA. Each of this standard’s four levels (Level I through Level IV) corresponds to the four levels of officer development set forth in this handbook. NFPA 1021 constitutes the minimum standard for successful performance and is summarized in each handbook section for your reference.

Throughout your professional development planning, we also encourage you to develop a working knowledge of the Chief Fire Officer Designation (CFOD) process, which is administered through the Commission on Fire Accreditation International. As you progress into the levels of Administrative Fire Officer and Executive Fire Officer, the CFOD process is recommended to effectively credential your knowledge and skills.

Following the summarization of the standard, you will find the following elements for each officer level:

- Training
- Experience
- Self-development
- Education

This information constitutes our recommendations for those professional development experiences, which we believe will have the greatest potential to develop the requisite knowledge and skills for success as a fire officer.
In pursuit of the planned, progressive life-long process of education, training, self-development and experience.
The **NFPA** promulgates minimum fire officer professional qualification standards for use in certification through an independent examination process. The applicable standards from NFPA 1021, for each of the four officer development levels, are included here for reference. We recommend that you include them in your professional development planning process but stress the fact that they comprise a portion of the total development process.

For the **Supervising Fire Officer**, we refer you to:

**NFPA FIRE OFFICER I STANDARDS**

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<tr>
<td>General Knowledge</td>
<td>Organizational structure; procedures; operations; budget; records; codes and ordinances; IMS; social, political and cultural factors; supervisory methods; labor agreements.</td>
</tr>
<tr>
<td>General Skills</td>
<td>Verbal and written communication; report writing; incident management system.</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Use human resources to accomplish assignments safely during emergency, non-emergency and training work periods; recommend action for member problems; apply policies and procedures; coordinate the completion of tasks and projects.</td>
</tr>
<tr>
<td>Community and Government Relations</td>
<td>Deal with public inquiries and concerns according to policy and procedure.</td>
</tr>
<tr>
<td>Administration</td>
<td>Implement departmental policy and procedure at the unit level; complete assigned reports, logs and files.</td>
</tr>
<tr>
<td>Inspection and Investigation</td>
<td>Determine preliminary fire cause; secure a scene; preserve evidence.</td>
</tr>
<tr>
<td>Emergency Service Delivery</td>
<td>Conduct preincident planning; develop incident action plans; implement resource deployment; implement emergency incident scene supervision.</td>
</tr>
<tr>
<td>Health and Safety</td>
<td>Integrate health and safety plans, policies and procedures into daily unit work activities; conduct initial accident investigations.</td>
</tr>
</tbody>
</table>

With these standards in mind, next we present the essential training, education, experience and self-development elements, which are designed to prepare you for service as a **Supervising Fire Officer**.
SUPERVISING FIRE OFFICER: TRAINING

<table>
<thead>
<tr>
<th>Element</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firefighter I</td>
<td>NFPA 1001; Firefighter I</td>
</tr>
<tr>
<td>Firefighter II</td>
<td>NFPA 1001; Firefighter II</td>
</tr>
<tr>
<td>Fire Officer I</td>
<td>NFPA 1021; Fire Officer I</td>
</tr>
<tr>
<td>Incident Safety Officer</td>
<td>NFPA 1521</td>
</tr>
<tr>
<td>IMS</td>
<td>NIIMS</td>
</tr>
<tr>
<td>Instructor I</td>
<td>NFPA 1041 or equivalent</td>
</tr>
<tr>
<td>Inspector I</td>
<td>NFPA 1031 or equivalent</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>Per state/local requirements</td>
</tr>
<tr>
<td>Valid Driver's License + related endorsements</td>
<td>Per state/local requirements</td>
</tr>
<tr>
<td>HazMat; Operations Level</td>
<td>NFPA 472</td>
</tr>
</tbody>
</table>

SUPERVISING FIRE OFFICER: EDUCATION

The following studies are to be undertaken through an accredited institution of higher education.

**SFO–01 Outcome**

<table>
<thead>
<tr>
<th>DISCIPLINE:</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to write detailed prose.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>English Composition</td>
</tr>
</tbody>
</table>

**SFO–02 Outcome**

<table>
<thead>
<tr>
<th>DISCIPLINE:</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and using basic interpersonal, group and public communication skills.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Public Speaking</td>
</tr>
</tbody>
</table>

**SFO–03 Outcome**

<table>
<thead>
<tr>
<th>DISCIPLINE:</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to write accurate and clear letters, memos, technical reports and business communications.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Business Communications</td>
</tr>
<tr>
<td>SFO–04 Outcome</td>
<td>DISCIPLINE:</td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
</tr>
<tr>
<td>Understanding about ecosystem construction and destruction, energy production and use and waste generation and disposal.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO–05 Outcome</th>
<th>DISCIPLINE:</th>
<th>Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding basic principles of general chemistry including the metric system theory and structure.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Chemistry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO–06 Outcome</th>
<th>DISCIPLINE:</th>
<th>Social Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding basic principles of areas of psychology: physiology, cognition, motivation, learning, intelligence, personality, and mental health.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Psychology</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO–07 Outcome</th>
<th>DISCIPLINE:</th>
<th>Social Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding basic principles of social groups, forces, structures, processes, institutions and events.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Sociology</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO–08 Outcome</th>
<th>DISCIPLINE:</th>
<th>Quantitative (Math)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and using the basics of mathematical models; elementary concepts of probability and simulation; emphasis on business applications.</td>
<td>LEVEL:</td>
<td>100/200</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Intro to Finite Math; Algebra</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO–09 Outcome</th>
<th>DISCIPLINE:</th>
<th>Technology (Computer)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding basic principles of information technology and business computer systems for effective daily use.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Business Computer Systems</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO–10 Outcome</th>
<th>DISCIPLINE:</th>
<th>Health and Wellness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and implementing the basic principles of health, fitness and wellness.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Health/Wellness</td>
</tr>
<tr>
<td>SFO – 11 Outcome</td>
<td>DISCIPLINE:</td>
<td>Political Science</td>
</tr>
<tr>
<td>------------------</td>
<td>------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Understanding basic concepts of government at the federal, state and local levels.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>American Government</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO – 12 Outcome</th>
<th>DISCIPLINE:</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding functional areas of human resource management and laws; job analysis, testing; performing interviewing, selection, training and performance evaluation.</td>
<td>LEVEL:</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Human Resource Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO – 13 Outcome</th>
<th>DISCIPLINE:</th>
<th>Fire Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding basic theories and fundamentals of how and why fires start, spread and are controlled.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Fire Behavior and Combustion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO – 14 Outcome</th>
<th>DISCIPLINE:</th>
<th>Fire Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding the components of building construction related to fire and life safety, including inspections, preincident planning and emergency operations.</td>
<td>LEVEL:</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Building Construction</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SFO – 15 Outcome</th>
<th>DISCIPLINE:</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and performing basic responsibilities of company officers including supervision, delegation, problem solving, decision making, communications and leadership.</td>
<td>LEVEL:</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Fire Administration I</td>
</tr>
</tbody>
</table>
# Supervising Fire Officer: Experience

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Operations</td>
<td>Qualified Responder: 3–5 years</td>
</tr>
<tr>
<td>Coaching</td>
<td>Peer coaching; e.g., recruits and other organizational workgroups Small group leadership; sports teams, youth clubs, etc.</td>
</tr>
<tr>
<td>Directing Resources</td>
<td>Acting officer: 200 hours Include emergency response and non-emergency activities</td>
</tr>
<tr>
<td>Incident Management</td>
<td>Function as the supervisor of a single resource unit</td>
</tr>
<tr>
<td>Planning</td>
<td>Participate in a planning process</td>
</tr>
<tr>
<td>Instruction</td>
<td>Develop and deliver training classes</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Develop teamwork skills</td>
</tr>
<tr>
<td>Financial Resource Management</td>
<td>Participate in or contribute to a station, project or small program budget</td>
</tr>
<tr>
<td>Project Management</td>
<td>Participate in an organizational work project</td>
</tr>
<tr>
<td>Interagency</td>
<td>N/A</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Participate in mass casualty training, exercises and incidents</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Interact with homeowners associations, service clubs, etc.</td>
</tr>
<tr>
<td>Professional Associations</td>
<td>Network with others in the service; involvement in local, state and/or regional professional association(s); e.g., instructors, EMS, inspectors, investigators, safety officers</td>
</tr>
</tbody>
</table>
## Supervising Fire Officer: Self-Development

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health/Fitness</td>
<td>Ongoing health and wellness program</td>
</tr>
<tr>
<td>Physical Ability</td>
<td>Maintain according to job requirements</td>
</tr>
<tr>
<td>Career Mapping</td>
<td>Personal and professional inventory; identify personal traits, strengths and areas for development</td>
</tr>
<tr>
<td>Communication</td>
<td>Written and oral communication; listening; giving/receiving constructive feedback</td>
</tr>
<tr>
<td>Interpersonal Dynamics/Skills</td>
<td>Customer service skills, teamwork, conflict resolution</td>
</tr>
<tr>
<td>Diversity</td>
<td>Understanding the value/importance of organizational and community diversity</td>
</tr>
<tr>
<td>Ethics</td>
<td>Understand, demonstrate and promote ethical behavior for the individual</td>
</tr>
<tr>
<td>Legal Issues</td>
<td>Understanding the value/importance of law in its application to the organizational work unit</td>
</tr>
<tr>
<td>Technology</td>
<td>Awareness of the importance and value of technology in the work unit; develop/maintain skills to use technology in the work unit</td>
</tr>
<tr>
<td>Local and/or Contemporary Hazards/Issues</td>
<td>Develop a current awareness and understanding of unique local hazards and emerging issues</td>
</tr>
</tbody>
</table>
IN PREPARATION FOR SERVICE AS A

MANAGING FIRE OFFICER

In pursuit of the planned, progressive life-long process of education, training, self-development and experience.
The NFPA promulgates minimum fire officer professional qualification standards for use in certification through an independent examination process. The applicable standards from NFPA 1021, for each of the four officer development levels, are included here for reference. We recommend that you include them in your professional development planning process but stress the fact that they comprise a portion of the total development process.

For the Managing Fire Officer, we refer you to:

**NFPA Fire Officer II Standards**

<table>
<thead>
<tr>
<th>Component</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>Fire Officer I and Instructor I</td>
</tr>
<tr>
<td>General Knowledge</td>
<td>Organization of local government; legislative processes; functions of related divisions, bureaus, agencies and organizations.</td>
</tr>
<tr>
<td>General Skills</td>
<td>Intergovernmental and interagency cooperation</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Evaluate member performance; maximize performance and/or correct unacceptable performance; complete formal performance appraisal process.</td>
</tr>
<tr>
<td>Community and Government Relations</td>
<td>Deliver public fire and life safety educational programs.</td>
</tr>
<tr>
<td>Administration</td>
<td>Prepare budget requests; news releases; recommended policy changes; basic analytical reports.</td>
</tr>
<tr>
<td>Inspection and Investigation</td>
<td>Conduct hazard inspections; documentation of violations; fire investigations to determine origin and preliminary cause.</td>
</tr>
<tr>
<td>Emergency Service Delivery</td>
<td>Supervise multi-company emergency incident operations; hazardous materials responses.</td>
</tr>
<tr>
<td>Health and Safety</td>
<td>Review injury, accident and exposure reports; identify unsafe work environments or behaviors; initiate action to correct the problem.</td>
</tr>
</tbody>
</table>

With these standards in mind, we next present the essential training, education, experience and self-development elements that are designed to prepare you for service as a Managing Fire Officer.
**Managing Fire Officer: Training**

<table>
<thead>
<tr>
<th>Element</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Officer II</td>
<td>NFPA 1021</td>
</tr>
<tr>
<td>Multi-Company Incident Management</td>
<td>MCTO and MCI</td>
</tr>
<tr>
<td>Public Information Officer</td>
<td>Media Relations</td>
</tr>
<tr>
<td>Fire Investigator I</td>
<td>NFPA 1033 or equivalent</td>
</tr>
<tr>
<td>Public Educator I</td>
<td>NFPA 1035 or equivalent</td>
</tr>
<tr>
<td>Leadership Development Series</td>
<td>National Fire Academy</td>
</tr>
</tbody>
</table>
MANAGING FIRE OFFICER: EDUCATION

In addition to the elements for Supervising Fire Officer, the following additional studies are to be undertaken through an accredited institution of higher education.

<table>
<thead>
<tr>
<th>MFO–01 Outcome</th>
<th>DISCIPLINE:</th>
<th>Quantitative (Math)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and using statistical data for basic descriptive measures, statistical inference and forecasting.</td>
<td>LEVEL: 100</td>
<td>Intro to Statistics</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–02 Outcome</th>
<th>DISCIPLINE:</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and practicing basic interpersonal communication skills; including perception, listening and conflict resolution.</td>
<td>LEVEL: 200</td>
<td>Interpersonal</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Communication</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–03 Outcome</th>
<th>DISCIPLINE:</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding American political philosophy, social justice and systems of American politics.</td>
<td>LEVEL: 100</td>
<td>Philosophy</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–04 Outcome</th>
<th>DISCIPLINE:</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and using basic methods for critical analysis of arguments; including inductive and statistical inference, scientific reasoning and argument structure.</td>
<td>LEVEL: 100</td>
<td>Critical Reasoning</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–05 Outcome</th>
<th>DISCIPLINE:</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding ethical issues; including whistle blowing, discrimination, social responsibility, honesty in the workplace, and setting appropriate workplace standards.</td>
<td>LEVEL: 200</td>
<td>Professional Ethics</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–06 Outcome</th>
<th>DISCIPLINE:</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and demonstrating analysis, research, problem solving, organization and expression of ideas in typical staff reports.</td>
<td>LEVEL: 200</td>
<td>Professional Report Writing</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td></td>
</tr>
<tr>
<td>MFO–07 Outcome</td>
<td>DISCIPLINE: Business</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------</td>
<td></td>
</tr>
<tr>
<td>Understanding accounting information as part of the control, planning and decision-making processes.</td>
<td>LEVEL:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>200</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accounting Analysis</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–08 Outcome</th>
<th>DISCIPLINE: Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding basic principles of organization and management as applied to fire service agencies; apply theories to management problems.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Fire Service Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–09 Outcome</th>
<th>DISCIPLINE: Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding the basic legal system structures and content as they affect local government and employers.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Introduction to Law</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–10 Outcome</th>
<th>DISCIPLINE: Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and using the principles and techniques for effective project planning.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Intro to Planning</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–11 Outcome</th>
<th>DISCIPLINE: Fire Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding the basic philosophy, organization and operation of fire and injury prevention programs.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Prevention and Education</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–12 Outcome</th>
<th>DISCIPLINE: Fire Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding the basic design and operation of fire detection, alarm and suppression systems.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Fire Protection Systems</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MFO–13 Outcome</th>
<th>DISCIPLINE: Fire Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding the theory and principles for the use of water in fire suppression activities; includes hydraulic principles.</td>
<td>LEVEL:</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Fire Protection Hydraulics</td>
</tr>
</tbody>
</table>
## Managing Fire Officer: Experience

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Operations</td>
<td>Qualified SFO 2–4 years</td>
</tr>
<tr>
<td>Coaching/Counseling</td>
<td>Provide coaching/counseling to new members</td>
</tr>
<tr>
<td></td>
<td>Involvement in Critical Incident Stress Management</td>
</tr>
<tr>
<td>Directing Resources</td>
<td>Acting officer for multi-company operations</td>
</tr>
<tr>
<td></td>
<td>Include emergency response and non-emergency activities</td>
</tr>
<tr>
<td>Incident Management</td>
<td>Function as the supervisor or an aide to the incident commander of a multi-company operation</td>
</tr>
<tr>
<td>Planning</td>
<td>Develop, implement or manage a planning process</td>
</tr>
<tr>
<td>Instruction</td>
<td>Develop/implement company training plan</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Participate in human resource functions involving individuals; e.g., performance appraisal, accountability and discipline, as well as group dynamics; e.g., facilitation, conflict resolution, diversity and staffing</td>
</tr>
<tr>
<td>Financial Resource</td>
<td>Manage a station, project or small program budget</td>
</tr>
<tr>
<td>Program/Project Management</td>
<td>Be responsible for the planning, budgeting, implementation, management and/or reporting on a significant project or program</td>
</tr>
<tr>
<td>Interagency</td>
<td>Participate in an interagency committee, team or work effort</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Participate in the development and/or updating of local emergency management plans</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Participate in non-fire service groups; e.g., charitable organizations, youth clubs, service clubs, sports teams, etc.</td>
</tr>
<tr>
<td>Professional Associations</td>
<td>Involvement in local and state professional association(s)</td>
</tr>
</tbody>
</table>
# Managing Fire Officer: Self-Development

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health / Fitness</td>
<td>On-going health and wellness program</td>
</tr>
<tr>
<td>Physical Ability</td>
<td>Maintain according to job requirements</td>
</tr>
<tr>
<td>Career Mapping</td>
<td>Explore career areas of special interest; seek a mentor</td>
</tr>
<tr>
<td>Communication</td>
<td>Speaking before small groups</td>
</tr>
<tr>
<td>Interpersonal Dynamics/Skills</td>
<td>Group facilitation; Coaching/Counseling</td>
</tr>
<tr>
<td>Diversity</td>
<td>Embrace organizational and community diversity</td>
</tr>
<tr>
<td>Ethics</td>
<td>Understand, demonstrate and promote ethical behavior for the team</td>
</tr>
<tr>
<td>Legal Issues</td>
<td>Understanding the value/importance of law in its application to organizational programs</td>
</tr>
<tr>
<td>Technology</td>
<td>Develop/maintain skills to manage the use of technology in the work unit</td>
</tr>
<tr>
<td></td>
<td>Develop/maintain skills to use technology appropriate to work responsibilities</td>
</tr>
<tr>
<td>Local and/or Contemporary</td>
<td>Develop and communicate a current awareness and understanding of unique local hazards and emerging issues</td>
</tr>
<tr>
<td>Hazards/Issues</td>
<td></td>
</tr>
</tbody>
</table>
IN PREPARATION FOR SERVICE AS A

ADMINISTRATIVE FIRE OFFICER

In pursuit of the planned, progressive life-long process of education, training, self-development and experience.
The **NFPA** promulgates minimum fire officer professional qualification standards for use in certification through an independent examination process. The applicable standards from NFPA 1021, for each of the four officer development levels, are included here for reference. We recommend that you include them in your professional development planning process but stress the fact that they compose a portion of the total development process.

For the **Administrative Fire Officer**, we refer you to:

### NFPA FIRE OFFICER III STANDARDS

<table>
<thead>
<tr>
<th>Component</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>Fire Officer II and Instructor II</td>
</tr>
<tr>
<td>General Knowledge</td>
<td>National and international trends related to fire service organization, management and administrative principles; public and private organizations that support the fire service.</td>
</tr>
<tr>
<td>General Skills</td>
<td>Evaluative methods; analytical methods; verbal and written communication; influence members.</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Establish procedures for hiring, training, assigning and promoting members; promote professional development of members.</td>
</tr>
<tr>
<td>Community and Government Relations</td>
<td>Develop programs to improve and expand services; build partnerships with the public to provide increased safety and quality of life.</td>
</tr>
<tr>
<td>Administration</td>
<td>Prepare and manage a budget; acquire resources through a proper competitive bidding process; direct the operation of an agency records management system; analyze and interpret records and data; develop a resource deployment plan.</td>
</tr>
<tr>
<td>Inspection and Investigation</td>
<td>Evaluate inspection programs and code requirements as to their effectiveness in ensuring the protection of life and property; evaluate pre-incident plans.</td>
</tr>
<tr>
<td>Emergency Service Delivery</td>
<td>Manage multi-agency planning, response, deployment and operations.</td>
</tr>
<tr>
<td>Health and Safety</td>
<td>Develop, manage and evaluate a departmental health and safety program; develop a measurable accident and injury prevention program.</td>
</tr>
</tbody>
</table>

With these standards in mind, next we present the essential training, education, experience and self-development elements that are designed to prepare you for service as an **Administrative Fire Officer**.
#### ADMINISTRATIVE FIRE OFFICER: TRAINING

<table>
<thead>
<tr>
<th>Element</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Officer III</td>
<td>NFPA 1021</td>
</tr>
<tr>
<td>Interjurisdictional Incident Management</td>
<td></td>
</tr>
<tr>
<td>IT Applications; Database Management</td>
<td></td>
</tr>
<tr>
<td>Leading Change</td>
<td>National Fire Academy</td>
</tr>
<tr>
<td>Negotiation; Mediation; Facilitation</td>
<td>“Getting To Yes”</td>
</tr>
<tr>
<td>Research and Technical Reporting</td>
<td></td>
</tr>
<tr>
<td>Strategic Planning; Deployment Planning</td>
<td></td>
</tr>
</tbody>
</table>

#### ADMINISTRATIVE FIRE OFFICER: EDUCATION

In addition to the elements for Managing Fire Officer, the following additional studies are to be undertaken through an accredited institution of higher education commensurate with a Baccalaureate degree.

##### AFO–01 Outcome

**DISCIPLINE:** Business

Understanding basic concepts of economic thinking; basic understanding of the complex economic problems in modern society.

- **LEVEL:**
- **SUGGESTED:** Intro to Economics

- **LEVEL:**
- **SUGGESTED:** 100/200

##### AFO–02 Outcome

**DISCIPLINE:** Management

Understand the field of management including planning, motivation, group dynamics, decision making, organizing and group organizational change.

- **LEVEL:**
- **SUGGESTED:** Principles of Management

- **LEVEL:**
- **SUGGESTED:** 300

##### AFO–03 Outcome

**DISCIPLINE:** Management

Basic concepts of management and decision making in a political environment; how these concepts relate to practical problems faced by public administrators.

- **LEVEL:**
- **SUGGESTED:** Management in the Public Sector

- **LEVEL:**
- **SUGGESTED:** 300
<table>
<thead>
<tr>
<th>AFO–04 Outcome</th>
<th>DISCIPLINE:</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the historical examples of leadership throughout history from medieval times to present day.</td>
<td>LEVEL:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–05 Outcome</th>
<th>DISCIPLINE:</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the theory and practice of personnel administration and human resource management, including recruiting, selection, compensation, performance appraisal, training and labor relations.</td>
<td>LEVEL:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Human Resource Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–06 Outcome</th>
<th>DISCIPLINE:</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the factors that shape risk and the strategies for fire and injury prevention; including risk reduction, education, enforcement, investigation, research and planning.</td>
<td>LEVEL:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Risk Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–07 Outcome</th>
<th>DISCIPLINE:</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand and implement an organization and its management in the fire service; organizational structures; resources; finance; planning.</td>
<td>LEVEL:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Advanced Fire Administration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–08 Outcome</th>
<th>DISCIPLINE:</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the tools and techniques of rational decision making in fire departments; including data, statistics, probability, decision analysis, modeling, cost-benefit analysis and linear programming.</td>
<td>LEVEL:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Analytical Approaches to Public Fire Protection</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–09 Outcome</th>
<th>DISCIPLINE:</th>
<th>Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand and function effectively in the legal, political and social aspects of government's role in public safety; including the legal system, department operations, personnel issues and legislation.</td>
<td>LEVEL:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Political and Legal Foundations of Fire Protection</td>
</tr>
<tr>
<td>AFO–10 Outcome</td>
<td>DISCIPLINE:</td>
<td>Quantitative (Math)</td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Understand the principles of budgeting, financial reporting and management in governmental organizations; emphases on the use of financial data in planning, control and decision making.</td>
<td>LEVEL:</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Managerial Budgeting and Accounting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–11 Outcome</th>
<th>DISCIPLINE:</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the psychological and social factors affecting human work behavior and performance; including communication, motivation, leadership, social influence and group dynamics</td>
<td>LEVEL:</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Organizational Behavior</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AFO–12 Outcome</th>
<th>DISCIPLINE:</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop skills for moral decision making in professional life; explore styles of moral reasoning based on the differing premises of duty and ethics.</td>
<td>LEVEL:</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED:</td>
<td>Professional Ethics</td>
</tr>
</tbody>
</table>
## Administrative Fire Officer: Experience

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Operations</td>
<td>Qualified MFO 3–5 years</td>
</tr>
<tr>
<td>Coaching/Counseling</td>
<td>Provide coaching/counseling to new members and subordinate officers Provide member development</td>
</tr>
<tr>
<td>Directing Resources/Influencing</td>
<td>Participate in multiple function program management Participate in events, presentations, and other interactions with elected officials, business community, media and special interest groups</td>
</tr>
<tr>
<td>Incident Management</td>
<td>Serve as an incident commander at a significant incident managed under ICS</td>
</tr>
<tr>
<td>Planning</td>
<td>Inter/Intra agency project or committee leadership</td>
</tr>
<tr>
<td>Instruction</td>
<td>Develop/implment organizational training effort</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Responsible for human resource functions including staffing, diversity, performance appraisal, accountability; also, the investigation, documentation and reporting on personnel issues including matters of discipline</td>
</tr>
<tr>
<td>Financial Resource Management</td>
<td>Plan, implement, manage and report budget functions at a program or divisional level</td>
</tr>
<tr>
<td>Program/Project Management</td>
<td>Be responsible for managing significant organizational project(s)</td>
</tr>
<tr>
<td>Interagency</td>
<td>Guide/direct an interagency committee or team effort Serve as organizational liaison with other agencies</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Participate in emergency management planning and activities for mitigation and recovery</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Participate in the planning and implementation of community events</td>
</tr>
<tr>
<td>Professional Associations</td>
<td>Membership in local, state, regional or national fire service association(s); serve on committees</td>
</tr>
<tr>
<td>Professional Contribution</td>
<td>Prepare or assist with the preparation of instructional/informational material for publication/presentations</td>
</tr>
</tbody>
</table>
## Administrative Fire Officer: Self-Development

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health / Fitness</td>
<td>On-going health and wellness program</td>
</tr>
<tr>
<td>Physical Ability</td>
<td>Maintain according to job requirements</td>
</tr>
<tr>
<td>Career Mapping</td>
<td>Begin CFOD process; learn mentorship</td>
</tr>
<tr>
<td>Communication</td>
<td>Large group/public presentations</td>
</tr>
<tr>
<td>Interpersonal Dynamics/Skills</td>
<td>Time management; building teams; becoming a mentor</td>
</tr>
<tr>
<td>Diversity</td>
<td>Promote and reinforce organizational and community diversity</td>
</tr>
<tr>
<td>Ethics</td>
<td>Understand, demonstrate and promote ethical behavior for the organization</td>
</tr>
<tr>
<td>Legal Issues</td>
<td>Understanding the value/importance of law in its application to the organization</td>
</tr>
<tr>
<td>Technology</td>
<td>Develop/maintain skills to integrate and coordinate the use of technology throughout the agency</td>
</tr>
<tr>
<td></td>
<td>Develop/maintain skills to use technology appropriate to work responsibilities</td>
</tr>
<tr>
<td>Local and/or Contemporary Hazards/Issues</td>
<td>Assess and analyze unique community risks and emerging issues</td>
</tr>
</tbody>
</table>
IN PREPARATION FOR SERVICE AS A

EXECUTIVE
FIRE OFFICER

In pursuit of the planned,
progressive life-long process
of education, training,
self-development and experience.
The NFPA promulgates minimum fire officer professional qualification standards for use in certification through an independent examination process. The applicable standards from NFPA 1021, for each of the four officer development levels, are included here for reference. We recommend that you include them in your professional development planning process but stress the fact that they comprise a portion of the total development process.

For the Executive Fire Officer, we refer you to:

**NFPA Fire Officer IV Standards**

<table>
<thead>
<tr>
<th>Component</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>Fire Officer III</td>
</tr>
<tr>
<td>General Knowledge</td>
<td>Advanced administrative, financial, communications, political, legal, managerial, analytical and information management.</td>
</tr>
<tr>
<td>General Skills</td>
<td>Effectively apply prerequisite knowledge.</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Administer job performance; evaluate and improve department performance; appraise and direct a grievance program, training and education program, a member assistance program and incentive program(s).</td>
</tr>
<tr>
<td>Community and Government Relations</td>
<td>Project a positive image of the department; assume a leadership role in community events; effectively interact with community leaders.</td>
</tr>
<tr>
<td>Administration</td>
<td>Coordinate long-range planning, fiscal projections; evaluate training system requirements and establish goals.</td>
</tr>
<tr>
<td>Inspection and Investigation</td>
<td>No additional duties.</td>
</tr>
<tr>
<td>Emergency Service Delivery</td>
<td>Establish an ongoing program of comprehensive preparedness for natural or human-caused disaster incidents.</td>
</tr>
<tr>
<td>Health and Safety</td>
<td>Establish a comprehensive risk management program.</td>
</tr>
</tbody>
</table>

With these standards in mind, we next present the essential training, education, experience, and self-development elements that are designed to prepare you for service as an Executive Fire Officer.
**EXECUTIVE FIRE OFFICER: TRAINING**

<table>
<thead>
<tr>
<th>Element</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influencing and Presentation Skills</td>
<td></td>
</tr>
<tr>
<td>Meeting Facilitation</td>
<td></td>
</tr>
<tr>
<td>Risk Assessment/Management</td>
<td>“Cause and Effect” Analysis</td>
</tr>
<tr>
<td>Disaster Incident Management</td>
<td>Emergency Management Institute</td>
</tr>
<tr>
<td>Emergency Operations Center Management</td>
<td>Emergency Management Institute</td>
</tr>
</tbody>
</table>

**EXECUTIVE FIRE OFFICER: EDUCATION**

In addition to the elements for Administrative Fire Officer, the following additional studies are to be undertaken through an accredited institution of higher education. We recommend that this level of study be undertaken at the graduate level and should be commensurate with a master’s program. Individual programs may vary; however, the officer candidate should look for programs that meet the outcomes set forth below.

<table>
<thead>
<tr>
<th>EFO–01 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands organizational life and key challenges/opportunities of managing public organizations; organizational mission, values, communication, culture, policy process, legislative-executive relations and media relations.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Public Management I</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFO–02 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands organizational design, personnel and management in mission-driven organizations; includes organizational design, networks, service delivery, managing for performance and ethical leadership.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Public Management II</td>
</tr>
<tr>
<td>EFO–03 Outcome</td>
<td>DISCIPLINE:</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Understands decision making from normative, prescriptive and descriptive perspectives; individual decision-making and organizational decision practice; decision analysis.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Decision Making for Public Managers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFO–04 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands managerial uses of accounting and financial management in the public sector; includes fund accounting, cost accounting, asset accounting, internal controls, auditing, financial analysis and reporting.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Financial Management in the Public Sector</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFO–05 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands the issues involved in the implementation of public policy and programs; the institutional and political constraints on policy making and the skills needed to address them.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Management of Policy Process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFO–06 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands the nature of public sector executive life; the function of leadership in implementing and changing policy; leadership styles, the relation of leadership to its constituencies.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Executive Leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFO–07 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands the legal framework of administrative action; constitutional requirements; operation of the administrative process; and judicial review of administrative activity.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Public Administrative Law</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFO–08 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understands moral issues in public life; integration of moral concerns into public discussion resulting in good policy without polarization.</td>
<td>LEVEL: Graduate</td>
</tr>
<tr>
<td></td>
<td>SUGGESTED: Ethics and Public Policy</td>
</tr>
<tr>
<td>EFO–09 Outcome</td>
<td>DISCIPLINE:</td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
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</tbody>
</table>
| Understands possibilities offered by mediation and negotiation techniques to resolve disputes and disagreements over public-policy issues. | LEVEL: Graduate  
SUGGESTED: Mediation and Negotiation |

<table>
<thead>
<tr>
<th>EFO–10 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
</table>
| Understands theories and models of behavioral science in organizational diagnosis and development (OD); review of the OD approach; diagnosis, problem confrontation and team building. | LEVEL: Graduate  
SUGGESTED: Organizational Development in Public Agencies |

<table>
<thead>
<tr>
<th>EFO–11 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
</table>
| Understands theory, practice and politics of program evaluation, from simple feedback mechanisms to evaluation of large-scale programs. | LEVEL: Graduate  
SUGGESTED: Program Evaluation |

<table>
<thead>
<tr>
<th>EFO–12 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
</table>
| Understands theory, practice and politics of developing an organizational strategic plan; incorporating multiple, diverse stakeholders. | LEVEL: Graduate  
SUGGESTED: Strategic Planning |

<table>
<thead>
<tr>
<th>EFO–13 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
</table>
| Understands theory, practice and politics of developing and carrying out an implementation plan for an organizational strategic plan. | LEVEL: Graduate  
SUGGESTED: Strategic Plan Implementation |

<table>
<thead>
<tr>
<th>EFO–14 Outcome</th>
<th>DISCIPLINE:</th>
</tr>
</thead>
</table>
| Understands how to formulate research questions, conduct research and assess statistical tools or research methods to answer different types of policy or management questions. | LEVEL: Graduate  
SUGGESTED: Quantitative Analysis |
## EXECUTIVE FIRE OFFICER: EXPERIENCE

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Operations</td>
<td>Qualified AFO four years</td>
</tr>
<tr>
<td>Coaching/Counseling</td>
<td>Participate in interagency coaching/counseling efforts; direct member development programs.</td>
</tr>
<tr>
<td>Directing Resources/Influencing</td>
<td>Manage one or more functional areas of the organization; manage organizational change efforts.</td>
</tr>
<tr>
<td>Incident Management</td>
<td>Multiple experiences as an incident commander at significant incidents managed under ICS and/or function as a section chief of an ICS overhead team.</td>
</tr>
<tr>
<td>Planning/Research</td>
<td>Assist/lead a strategic level of planning for a program or division; participate in the analysis, interpretation and reporting of empirical data.</td>
</tr>
<tr>
<td>Instruction</td>
<td>Assess/evaluate organizational professional development needs; establish and communicate strategic direction.</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Participate in the development of human resource strategies for the agency.</td>
</tr>
<tr>
<td>Financial Resource Management</td>
<td>Participate in the development of strategic financial planning; e.g., revenue projections, capital budgeting, fiscal controls, audits.</td>
</tr>
<tr>
<td>Program/Project Management</td>
<td>Direct/manage the development and implementation of a significant policy change or addition.</td>
</tr>
<tr>
<td>Interagency</td>
<td>Develop interagency agreements, contracts, MOU's, etc.; develop regional protocols/procedures.</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Lead the planning, training and the exercise of emergency management preparation and response activities; work in an EOC; serve on multi-agency projects and teams.</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Represent the agency with a community groups or agencies.</td>
</tr>
<tr>
<td>Professional Associations</td>
<td>Active membership and involvement in local, state, regional or national association(s).</td>
</tr>
<tr>
<td>Professional Contribution</td>
<td>Serve on state and/or national boards, committees, task forces and related policy work groups.</td>
</tr>
</tbody>
</table>
## EXECUTIVE FIRE OFFICER: SELF-DEVELOPMENT

<table>
<thead>
<tr>
<th>Element</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health/Fitness</td>
<td>Ongoing health and wellness program.</td>
</tr>
<tr>
<td>Physical Ability</td>
<td>Maintain according to job requirements.</td>
</tr>
<tr>
<td>Career Mapping</td>
<td>Complete CFOD process; be a mentor.</td>
</tr>
<tr>
<td>Communication</td>
<td>Interagency relations; interest-based negotiations.</td>
</tr>
<tr>
<td>Interpersonal Dynamics/Skills</td>
<td>Professional development executive programs; e.g., Harvard Program.</td>
</tr>
<tr>
<td>Diversity</td>
<td>Celebrate organizational and community diversity.</td>
</tr>
<tr>
<td>Ethics</td>
<td>Understand, demonstrate and promote ethical behavior for the profession.</td>
</tr>
<tr>
<td>Legal Issues</td>
<td>Understanding the value/importance of law in its application to the community.</td>
</tr>
<tr>
<td></td>
<td>Influence/participate in the development of law.</td>
</tr>
<tr>
<td>Technology</td>
<td>Provide strategic direction on the use of technology within the organization.</td>
</tr>
<tr>
<td></td>
<td>Develop/maintain skills to use technology appropriate to work responsibilities.</td>
</tr>
<tr>
<td>Local and/or Contemporary Hazards/Issues</td>
<td>Predict emerging local issues and trends.</td>
</tr>
</tbody>
</table>
APPENDIX

In pursuit of the planned, progressive life-long process of education, training, self-development and experience.
Glossary

CFOD

Chief Fire Officer Designation; a subsidiary of the Commission on Fire Accreditation International, Inc.

CAREER MAPPING

To plan in detail the pursuit of consecutive progressive achievement, especially in public, professional or business life.

COACH

One who instructs or trains an individual or a team; one who instructs in the fundamentals of an activity and directs group or team strategy.

COMMUNICATION

A process by which information is exchanged between individuals through a common system of symbols, signs or behavior; exchange of information.

COMMUNITY INVOLVEMENT

Participate; take part; to commit; to have an effect on people living in a particular area or an interacting population of various kinds of individuals in a common location.

COUNSELING

Give advice especially as a result of consultation with law, policy or expertise.

CUSTOMER SERVICE

Work performed for one who is purchasing or receiving a service; a contribution to the welfare of others; a helpful act; useful labor that does not produce a tangible commodity.

DIRECT RESOURCES

Regulate activities; carry out the organizing and supervising; train and lead performance; show or point out the way with authority.
DIVERSITY
Differing from one another; composed of distinct or unlike elements or qualities.

ETHICS
The discipline dealing with what is good and bad; moral duty and obligation; a set of moral principles or values; the principles of conduct governing an individual or a group.

EMERGENCY MANAGEMENT
An organized system that incorporates planning for, mitigating against, responding to and recovering from disasters.

FESHE
Fire and Emergency Services Higher Education

FINANCIAL RESOURCE MANAGEMENT
Exercise executive, administrative and supervisory direction of monetary resources or the functions necessary to carry out the financial policies of an organization.

FITNESS
Sound physical and mental state; adapted to an end or design; adapted to the environment so as to be capable of surviving; being in such a state as to be or seem ready to do something.

HEALTH
The general condition of the body; being sound in body, mind or spirit; freedom from physical disease or pain.

HUMAN RESOURCE MANAGEMENT
Exercise executive, administrative and supervisory direction of personnel or the functions necessary to carry out the personnel policies of an organization.

IAFC
International Association of Fire Chiefs

IFSAC
International Fire Service Accreditation Congress
INCIDENT COMMAND
A systematic means of providing the authoritative direction of resources in response to a situation with the potential for serious consequences.

INFLUENCE
The power or capacity of causing an effect in indirect or intangible ways.

INSTRUCTION
The action, practice or profession of teaching; to cause to know or to know how to function.

INTERAGENCY
Occurring, shared by, involving or carried on between two or more administrative divisions of a government.

INTERPERSONAL DYNAMICS
Forces and activity involving relations between persons.

LEGAL ISSUES
A matter of dispute between two or more parties or an unsettled matter relating to law.

MENTOR (N)
Trusted counselor or guide.

PHYSICAL ABILITY
The sufficient power, skill and resources of the human body to perform or function as needed.

PLANNING
Arranging the component resources so as to realize or achieve an objective.

PRO BOARD/NBFSPQ
National Board on Fire Service Professional Qualifications

PROFESSIONAL ASSOCIATION
An organization of persons having a common interest and associated with a principal vocation, employment or avocation.
PROFESSIONAL CONTRIBUTION
To give toward or play a significant part in bringing about a result for a group of persons having a common interest and associated with a principal vocation, employment or avocation; to submit articles to a publication.

PROFESSIONAL DEVELOPMENT
The planned, progressive life-long process of education, training, self-development and experience.

PROGRAM MANAGEMENT
Directing or supervising a planned system designed to achieve a goal(s).

PROJECT MANAGEMENT
Directing or supervising a planned undertaking, task or problem according to a single plan.

RESEARCH
Studious inquiry, investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws; the collecting of information about a particular subject.

TEAMWORK
Work done by several personnel with each doing a part; each person subordinating personal prominence to the efficiency and effectiveness of the group or team.

TECHNOLOGY
The practical application of knowledge especially in a particular area; a manner of accomplishing a task especially using technical processes, methods or knowledge.
### Stakeholders

| International Association of Fire Chiefs | National Fire Academy (USFA and FEMA) |
| National Fire Protection Association | Higher Education Institutions/Coordinators |
| TRADE—Training Resources and Data Exchange Program | State Fire Marshals/State Training Directors |
| State Higher Education Associations | State Fire Chiefs’ Associations |
| National Society of Executive Fire Officers | IAFC Metro Chiefs |
| IAFC Volunteer & Combination Officers Section (VCOS) | Black Chief Officers Association |
| National Association of Hispanic Firefighters | Women in the Fire Service, Inc. |
| Commission on Fire Accreditation International Inc. (CFAI and CFOD) | International Fire Service Accreditation Congress |
| National Board on Professional Fire Service Qualifications | American Association for Adult Continuing Education |
| International Association of Fire Fighters | National Volunteer Fire Council |
| International City/County Management Association | National League of Cities |
| National Association of Counties |
Chief Fire Officer Designation

The Chief Fire Officer Designation (CFOD) Program is intended for officers at the administrative level and higher. The program was designed with the assistance of a task force and the IAFC Professional Development Committee (PDC) to help incumbent and up and coming officers to have a tool for measuring their success as a chief fire officer. The CFOD program is recognition for individuals who are building a professional career in the fire industry. We believe that the CFOD program is well rounded and illustrates how the applicant has achieved and performed in his or her career.

It should also be noted that the CFOD program will continue to interface with the Professional Development Committee of the IAFC to ensure that career development processes are utilized.

To complete the CFOD application, an officer must have a minimum of 150 points in education and experience to complete the competency portion and submit a portfolio to the Commission on Fire Accreditation International, Inc. As long as an officer has followed the IAFC’s professional development model, the officer should not have any difficulty meeting the minimum requirements. Below is a picture of how the CFOD portfolio should be set up.

Professional Development Portfolio Set Up

We are constantly striving to improve the program. As new items come along and we continue to evolve as a profession, so will the Chief Fire Officer Designation program. If interested in the program please contact the Commission on Fire Accreditation International, Inc.; 4500 Southgate Place, Suite 100; Chantilly, VA 20151; 866/866-2324 or by e-mail at cfodassst@cfainet.org. Visit our web site at www.cfainet.org.
Executive Fire Officer Program

The Executive Fire Officer Program (EFOP) is an initiative of the U.S. Fire Administration/National Fire Academy designed to provide senior officers and others in key leadership roles with enhanced executive-level knowledge, skills and abilities necessary to lead these transformations, conduct research and engage in lifelong learning. The program also provides an understanding of:

- The need to transform fire and emergency service organizations from being reactive to proactive, with an emphasis on leadership development, prevention and risk reduction
- Transforming fire and emergency service organizations to reflect the diversity of America's communities
- The value of research and its application to the profession
- The value of lifelong learning.

The officers enhance their professional development through a unique series of four graduate and upper division baccalaureate equivalent courses. The EFOP spans a four-year period with four core courses. Each course is two weeks long.

EFOP participants must complete an applied research project (ARP) that relates to his or her organization within six months after the completion of each of the four courses. A certificate of completion for the entire EFOP is awarded only after the successful completion of the final research project.

**NOTE: Completion of the ARP is a prerequisite for attending the next course in the sequence of the program.**

Additional information is available online at:

www.usfa.fema.gov/fire-service/nfa/courses/oncampus/nfa-on2.shtm
Increasingly, most chief and midlevel officers in the nation's leading fire departments are being required to hold a bachelor's degree. The Degrees at a Distance Program (DDP) is an independent study degree program sponsored by the National Fire Academy (NFA), which has agreements with seven accredited colleges and universities throughout the country to offer bachelor's degrees with concentrations in fire administration/management and fire prevention technology.

DDP provides an alternative means for fire service personnel to earn a bachelor's degree or to pursue college-level learning in a fire-related course concentration without the requirement of having to attend on-campus classes. While independent study and distance learning have appealed to working adults nationally in growing numbers in the past few years, DDP is particularly attractive to fire service personnel whose fire department work shifts normally make classroom attendance difficult.

DDP institutions emphasize faculty-student interaction through written and telephone contact. Students receive detailed guidance and feedback on the required assignments and take proctored final exams at hometown locations.

**DDP CURRICULUM GOAL**

To develop a common body of knowledge in fire, life safety and emergency services.
FREQUENTLY ASKED QUESTIONS:

What exactly is the Degrees at a Distance Program?

The Degrees at a Distance Program (DDP) is a way to take college courses that can be used towards a bachelor's degree with concentration in the areas of fire administration or fire prevention technology. The program is offered through a national network of four-year colleges and universities. Your regional college provides you with the opportunity to get a college education through independent study. The program is managed by the National Fire Academy (NFA).

Without being in a classroom environment, what kind of academic interaction can I expect?

Each DDP college or university emphasizes faculty-student contact. You will maintain contact with your instructors by mail, telephone and/or computer communication. You will receive detailed guidance and analytical comments on each of your required assignments. You may take proctored exams at convenient locations.

May I take a course even if I don't want to pursue a degree at this time?

Yes. Those students who simply wish to upgrade their professional skills may take individual courses for credit. NFA certificates are awarded for the successful completion of six courses.

What if I have an associate degree?

This program is perfect for you. DDP courses are junior-senior level. Your regional college will give you guidelines and will map your bachelor's degree route.

How is this program different from going on campus and taking a regular college course?

In this program you get full upper-level college credit, but the emphasis is on independent study with no classroom attendance required. When you register for a DDP course, you obtain an instructional package that includes the course guide and required texts. This complete learning package makes it possible for you to learn without classroom attendance as you maintain your work schedule.
What impact could this program have on my career?

Education is often a key to advancement. By increasing your academic qualifications and your professional experience, your opportunities are likely to increase and your sense of personal accomplishment can be heightened.

Additional information is available online at:

www.usfa.fema.gov/fire-service/nfa/higher-ed/nfa-high.shtm
IFSAC is the International Fire Service Accreditation Congress. It is a peer-driven, self-governing system that accredits both fire service certification programs and higher education fire-related degree programs. IFSAC is a nonprofit project authorized by the Board of Regents of Oklahoma State University as a part of the fire service programs mission of the College of Engineering, Architecture and Technology. The IFSAC administrative offices are located on the Oklahoma State University campus in Stillwater, Okla. The administrative staff consists of the IFSAC manager, a unit assistant and student staff technicians.

What is the difference between certification and accreditation?

To accredit is to give official authorization to or approval of; to provide with credentials; to recognize or vouch for as conforming to a standard; to recognize (an educational institution) as maintaining standards that qualify its graduates for admission to higher or more specialized institutions or for professional practice. Accredit is often confused with certify. Accreditation involves the program or institution itself while certification is a function of the program or institution and applies to individuals.

Is my fire department accredited?

IFSAC does not accredit fire departments. Actually, this is offered through the Commission on Fire Accreditation International, Inc. (CFAI). The commission has developed criteria through the joint efforts of the International Association of Fire Chiefs (IAFC) and the International City/County Management Association (ICMA).

What type of training does IFSAC offer?

IFSAC does not provide training of any sort. It is the responsibility of IFSAC to accredit certificate programs.
How do I obtain my transcripts and verify any college credit that I have received through the courses I have taken?

Unfortunately, IFSAC administration cannot provide transcripts and/or earned credits for these courses.

The only thing IFSAC would be able to do is confirm that you have been certified for the courses you have taken and that you are located within our registry.

The entity from which you received your certificate is what you will have to contact regarding your question. They should be able to provide you with the transcripts or training records. Most entities will call them training records because some colleges get confused with the wording. Also bear in mind that most certificate courses such as Fire fighter I, II, etc., are not considered as college credit earning courses. They are usually classified as continuing education courses for adults. In this case, you will not have earned any college credit.

Either way, it is suggested that you contact the entity from which you earned the certificate(s). They will be able to tell you whether or not you have earned college credit and how to obtain a copy of your training records.

Further information is available online at www.ifsac.org
The purpose of the National Board on Fire Service Professional Qualifications (Pro Board) is to establish an internationally recognized means of acknowledging professional achievement in the fire service and related fields. The primary goal is the accreditation of organizations that certify uniform members of public fire departments, both career and volunteer. However, other organizations with fire protection interests also may be considered for participation. Accreditation is generally provided at the state or provincial level to the certifying authority of that jurisdiction.

**ACCREDITATION:**

The Pro Board accredits fire service training agencies that use the National Fire Protection Association’s (NFPA’s) professional qualification standards. The accreditation process begins with the submission of an application, including a detailed self-study document, by the organization seeking accreditation. The application package is then reviewed by the members of the Committee on Accreditation (COA) for completeness and compliance with the by-laws of the Pro Board. The next step is a site visit by a team of COA members, usually two, who perform an extensive on-site review of the organization's testing and certification processes. The site visit team prepares a report and presents it to the COA. The COA decides if accreditation is granted.

**CERTIFICATION:**

An agency accredited by the Pro Board makes national certification available to its members. Members are then eligible to be placed on the Pro Board's national register and receive a certificate of National Certification. In addition, the Pro Board encourages reciprocity among certifying agencies. This helps assure that Pro Board certification will be recognized by the department as the members seek advancement and by other departments should they seek to transfer within the fire service. The cost of national registration including a Pro Board certificate is $15.
**BENEFITS:**

Professionalism has long been a goal sought by the fire service. It has been within the past 25 years that a system has evolved to produce national professional qualifications standards that an agency can use to establish performance measures for training programs. Agencies that achieve Pro Board accreditation are recognized as having met the rigors of review by an independent organization. This independent review is the best way to assure candidates and governance bodies that the training agency’s program meets the national standards.

Certification from a nationally accredited agency is a statement of success, an indisputable mark of performance belonging to individual fire service professionals. Each successful candidate for certification from an accredited agency knows that he or she has been measured against peers and meets rigorous national standards. National certification affords the individual a uniformity and portability of qualifications. In addition, the credibility of an organization is enhanced by having members certified to national consensus standards. A high percentage of certified members within a department should certainly help managers in their pursuit of adequate funding at budget time.

**ORGANIZATION:**

The Pro Board is sponsored by five prominent fire service organizations. Each organization seats one member on the board of directors whose task it is to set policy and oversee operations of the system. The Committee on Accreditation is composed of representatives appointed by each of the sponsoring organizations and representatives elected by the accredited agencies. They are charged with the task of accreditation through review of applications, site visits and implementation of policy set by the board of directors. The advisory committee is composed of delegates from all of the accredited agencies. It serves as a conduit for policy questions and suggestions to be addressed by the board of directors and/or the COA.

Further information is available online at www.theproboard.org
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Further information is available online at www.theproboard.org
Hazardous Materials Training for First Responder Operations (FRO)

Course Duration:

The course includes 24 hours of instruction. It can be taught in three 8-hour days or it may be divided into other blocks of time to accommodate schedules (e.g., during four 6-hour days).

Learning Objectives:

After completing this course, students will be able to describe and practice basic strategies to safeguard their health and safety when their work involves potential exposure to hazardous materials. Students will gain the knowledge and skills needed to:

- Recognize and identify the clues that determine the presence of HazMat/WMD
- Research and evaluate exposure information
- Make decisions and execute First Responder actions

Target Audience:

The IAFF developed this course for those fire, rescue, Emergency Medical Service (EMS) personnel, and other first responders who may respond to incidents involving hazardous materials (HazMat) or weapons of mass destruction (WMD).

Instructor Qualifications:

The IAFF currently has a team of 92 fire fighter/paramedic master instructors, with an average of 23 years of fire service experience, who specialize in student-centered, active learning techniques. Each master instructor possesses a minimum of five years of fire fighting and HazMat experience before being appointed as an IAFF master instructor. Upon appointment, master instructors participate in the IAFF’s Adult Educational Methodology program which includes adult learning principles, target audience characteristics, instructional methodology, and practice using facilitation skills to deliver content and solve any facilitation problems that may arise. Master instructors also receive three days of training specific to delivery of the FRO course.

In addition to master instructors, the IAFF prepares local instructors to deliver its courses through its train-the-trainer program. Local instructors interested in attending the train-the-trainer program must satisfy the following prerequisites:
International Association of Fire Fighters

Course Description

- At least one year of teaching experience
- Certification to the National Fire Protection Association (NFPA) 1041, Standard for Fire Service Instructor Professional Qualifications Level I or equivalent
- Demonstrated ability to teach from prepared materials
- Training to at least the NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials, First Responder Operations level (or awareness for non-fire service)
- Recent hazardous materials field experience and emergency medical training
Syllabus

Hazardous Materials Training for First Responder Operations (FRO)

This IAFF training is available throughout the United States. To request training, mail, fax or email requests to:

Harold A. Schaitberger, General President
International Association of Fire Fighters
1750 New York Avenue, NW
Washington, DC 20006

Fax: (202) 637-0839 / Email: hazmat@iaff.org

Instructors

The IAFF provides a team of professional instructors, from across the country, composed of fire fighters/EMS personnel/HazMat Team Members. Instructors may be drawn from the national cadre of IAFF Master Instructors or local instructors trained by the IAFF.

Contact information

The IAFF does not provide instructors’ contact information. However, students may contact the IAFF HazMat/WMD Training Department for additional course-related information at:

International Association of Fire Fighters
HazMat/WMD Training Department
1750 New York Avenue, NW
Washington, DC 20006

Fax: (202) 737-8484 / Email: hazmat@iaff.org

Prerequisites

Prior training at the Awareness level as outlined in OSHA regulation 29 CFR 1910.120 (HAZWOPER) and national consensus standard NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials is assumed to have occurred before enrollment in this course.
Course Description

This course is intended to provide emergency responders with the knowledge, skills, and personal health strategies they need to safely and effectively:

- Respond to hazardous materials incidents that occur at fixed sites and during transport
- Rectify hazardous situations that develop within routine calls (e.g., exposure to household chemicals that may have been involved/spilled during a residential fire)

This course fulfills most of the training requirements for the First Responder Operations level according to OSHA regulation 29 CFR 1910.120. The IAFF does not address topics routinely covered within fire department/fire academy training programs. When coupled with standard fire academy training curricula, it is able to ensure compliance with all national regulations and standards. Either before or immediately after participation in this 24-hour course, competencies that need to be mastered include the ability to:

- Use the local emergency response plan and/or standard operating procedures
- Perform defensive control techniques (e.g., damming and diking; flowing foam)
- Use the personal protective equipment of the authority having jurisdiction
- Identify department decontamination procedures
- Communicate the status of the planned response
- Initiate the Incident Management System, recognizing:
  - Purpose, need, benefits, and elements
  - Considerations for determining command post location
  - Authority and responsibilities of the safety officer

If the jurisdiction being trained is unable to ensure that the aforementioned competencies are covered in addition to the materials in this course, the IAFF can provide eight additional hours of instructional time (extending the training from three to four days) that will ensure full compliance.

Course Objectives

After completing this course, students will be able to describe and practice basic strategies to safeguard their health and safety when their work involves potential exposure to hazardous materials. Students will gain the knowledge and skills needed to:
International Association of Fire Fighters
Course Description

- Detect the presence of hazardous substances
- Consult references for information
- Implement defensive control measures that minimize risks to health and safety

Schedule

The course is divided into three units with the following objectives:

- **Unit 1: Understanding Hazardous Materials**
  - Recognize the specific laws and regulations that protect fire fighters
  - Name at least five different substances that are classified as hazardous materials
  - Identify four categories of sites where hazardous materials may be found
  - Relate incident location to type and quantity of hazardous materials present
  - Identify some of the hazards involved with specific sites
  - Apply the APIE process to the management of hazardous materials incidents
  - Recognize and apply chemical and physical properties
  - Describe the routes through which hazardous materials may enter the body
  - Describe toxic effects of exposure
  - Identify hazards that could be associated with an incident involving criminal or terrorist activity
  - Identify locations which may be criminal or terrorist targets

- **Unit 2: Recognizing Hazardous Materials**
  - Identify the purpose of medical surveillance
  - Identify the five basic hazardous materials identification clues
  - Apply knowledge of container shape and size to predict products carried in highway and rail tank cars
  - Use NFPA 704M, HMIS, DOT, and military marking systems to identify the presence of hazardous materials
  - Use the Emergency Response Guidebook to identify hazardous materials

- **Unit 3: Responding to Hazardous Materials**
  - Use shipping papers and facility documents to identify hazardous materials
  - Use the NIOSH Pocket Guide as a reference tool on chemical products
Course Description

- Recognize the purposes, resources, and components of pre-incident planning
- Evaluate an incident utilizing the risk/benefit model
- List ways to prevent or minimize exposure to hazardous materials
- Explain the limitations and proper care of structural fire fighter protective clothing (SFPC) and self-contained breathing apparatus (SCBA)
- Explain the procedures for decontamination
- Apply new skills and knowledge to safely manage an incident utilizing First Responder actions

Required Reading

All required reading materials are provided in the Student Manual for the course. The student manual contains:

- Individual worksheet exercises, speed drills, and quizzes
- Team problem solving based on real case studies and emergency scenarios
- Readings to generate guided discussion; appended materials for future reference

Grading Policies

A pre-test and post-test are administered to determine which topics need more emphasis for a given class. Pre-tests are graded and concepts related to items most frequently missed by students are emphasized by the instructors. Students are also encouraged to note which areas they should focus on for improvement on the post-test.
FESHE Strategic Direction

Strategic Challenge

In an effort to acquire an associate’s or bachelor’s degree in their respective field of specialization, fire service personnel typically accumulate college transcripts with necessary courses and dozens of training certificates. During this typical process of professional development, duplicate efforts are common and deemed certifications or degrees delayed. The national challenge is for state and local providers of training, education, and certification to integrate their efforts to eliminate these duplications while enhancing the overall professional development of the fire and emergency services.

Download

Strategic Goal

Working collaboratively, the professional development community will produce:

• National model for an integrated, competency-based system of fire and emergency services professional development
• National model for an integrated system of system of higher education from associate’s to doctoral degree
• Well-trained and academically-educated fire and emergency services personnel protecting the nation for all hazards

National Professional Development Models

Efforts to address the challenges of a stove-piped system of professional development have been made by through the creation of the National Professional Development Matrix that integrates training, education, and certification. Because fire and emergency services agencies have to develop their own career tracks and professional development tracks, different models have been created by national leaders in these specialties. The Fire and Emergency Medical Services (EMS) officer model reflects the sequential evolution of their respective career paths.

None of these models are proactive ones; rather, they are competency-based professional development paths supported by their training, higher education, and certification elements. Each model has prescribed recommendations for how much competency can be addressed by each element. All of these need the addition for interpretability of ranks and tools so that they connect and work together is matched by the need for training, education, and certification to do the same.

The fire prevention model reflects a different professional development path for those who become officers in this work. While line officers usually follow a linear path in their career evolutions to chief positions, those in fire prevention often achieve fire marshal rank through any or all of the career fire prevention points of entry, including public education, plans review, fire inspection and/or fire investigation.

National Professional Development Matrix

The National Fire Academy (NFA) has facilitated the development of the National Professional Development Matrix (NPM) that exists these models from concept to reality. The NPM is designed for training and certification agencies and employers, for plans to develop emergency services personnel your serve in their professional development planning. As a practical application of the Matrix, it identifies training and Handbook and general education courses that crosswalk against competencies drawn from the International Association of Fire Chiefs (IAFC) Officer Development Handbook. The Handbook offers recommended general education courses for fire officer certification.

Download

Model Fire-Related Associate’s and Baccalaureate Curricula

Since 2001, NFA/Academy leaders have aimed to produce a common, a standard, an understandable curricula that is national in scope and context and outcomes. The representation is a major paradigm shift from a fragmented system of education to one that is unified and integrated.

There exist a robust national model of curriculum and related EMS management courses for colleges and universities to adopt as their own. The courses have common titles, catalog descriptions, outcomes and content which provide a national council of knowledge and competencies delivered by the FESHE programs.

What the curricular linkage represents is a relationship in fire and emergency services education: if your fire science associate’s degree offers these model courses, you can plan on being better prepared for your baccalaureate course work.

With the availability of the model curricula, many FESHE programs across the country are adopting (all or in part):

• Six associate’s core courses and seven non-core courses currently offered as core and either/ or elective.
• Two three-course concentrations in fire prevention and fire protection engineering.
• Twelve bachelor’s courses in EMS management.
• Associates and bachelor’s use of the ‘single’ two-year degree.
• A FESHE-baccalaureate curriculum comprised of 15 upper-level courses.

A National, Competency-based Curriculum of Higher Education for the Fire and Emergency Services

With the gradual adoption of these lower- and upper-level model curricula by FESHE programs, the “Education” elements of the aforementioned professional development models are complete and incorporated into the Matrix. Consequently, there is a comprehensive system of higher education for the FESHE community already:

• Model lower-level fire and EMS management courses provide foundational knowledge for their upper-level counterparts in the system. Many programs already have these courses in their curricula.
• Adopting the general education recommendations prescribed in the Matrix (to the extent practical) enables FESHE websites to construct and market competency-based degree programs that prepare students and graduates for future professional certifications and promotions.

Download
PURPOSE
The purpose of this procedure is to establish standard guidelines for conducting on-site training fires in the Training Academy burn building, while complying with NFPA Standard 1403. All other Phoenix Fire procedures will apply to training fires where applicable.

GENERAL USAGE
Any fire department member or outside agency wishing to use the burn building must first obtain permission from a Training Academy chief officer.

The time and date of the training drill must be scheduled with the Training Academy staff. Drills involving recruit training and departmental training always have first priority.

An officer representing the Training Academy staff must be on-site for any live fire drills involving the facilities or the burn building. A fee may be charged to outside services/agencies.

Burn buildings have been designed specifically for the purpose of repeated live fire training evolutions and include safeguards that only become unacceptably hazardous through misuse and neglect.

Training Academy burn building shall have live fire burns on the 1st and 3rd floors only.

All non-Phoenix Fire Department agencies must comply with all existing Phoenix Fire Department procedures relating to live burn training.

COMMAND
One officer on the scene shall be designated as "Command" and will assume the Command functions.

Training Academy chief officer will assume senior advisor role.

A Command Post shall be established and positioned to afford maximum visibility of the structure, operating companies and fire conditions.

COMMUNICATIONS
Command is responsible for establishing radio communications with each company officer or training officer involved in the drill. Channel assignment must be coordinated with Dispatch and Deployment and all companies involved. Companies operating at the training fire will continuously monitor the assigned radio channel. All radios will be checked for proper functioning and correct channel prior to initiating training fire operations.

SECTORS
To eliminate confusion, and provide adequate scene control, all personnel operating within the fireground perimeter shall operate under the direction of a sector officer. The fireground perimeter shall be defined as the hazardous area surrounding the burn structure and shall be determined by Command following guidelines stated in Fireground Safety.
The following sectors shall be established on all burn building fires.

Interior - Company or training officer directing interior suppression activities.

Sector 1, 2     For upper floors, Sector 1, 2, 3, etc. may be used.
etc.

Rescue - (RIC) Provide a staffed, charged back-up line for each fire attack team, in position to assist in fire extinguishment and rescue of interior personnel. This sector will be manned by experienced fire fighting personnel (not recruit fire fighters) and each Rapid Intervention Crew (RIC) shall consist of a minimum of three fire fighters. A company officer shall be in charge of each RIC unit. There shall be one rescue team for each fire attack team.

Safety - The Safety officer or a safety representative will be in attendance at all structural training fires and will assume safety sector responsibilities. The safety sector will monitor personnel and fire conditions, and work with Command to ensure all safety procedures are complied with, and that risk to personnel is minimized.

Other Sectors - Other sectors may be established as necessary to control training/fire control operations and to minimize risk to fire fighters.

SAFETY
The Safety officer shall have full authority to intervene and control or stop any aspect of the operations when in his/her judgment, a potential or real risk to personnel exists. He/she will not be assigned other duties that would distract from his/her safety responsibilities.

Additional Safety officers may be assigned to the training fire if the conditions dictate. Responsibilities of the Safety Officer(s) will include but not be limited to the prevention of unsafe acts and elimination of unsafe conditions.

Company officers acting as instructors will be responsible for the direct supervision of assigned students and their safety and welfare, including the prevention of unsafe acts and the elimination of unsafe conditions.

Fire department personnel may operate on the roof at the ventilation prop to demonstrate proper vertical ventilation techniques during live fire.

The number of personnel involved in training fires often exceeds the number normally assigned at actual incidents. To reduce risk, and assist with scene management, training fire participants shall be formed into individual companies consisting of no more than four (4) members and be supervised by a company officer.

Exposing recruit fire fighters to live fire conditions presents special safety considerations.
All fire fighters involved in burn building training fires shall have received training to meet the performance objectives of Firefighter I, NFPA 1001 in:

- Forcible Entry
- Protective Breathing Apparatus
- Fire Hose, Nozzles and Appliances
- Fire Streams
- Ladders
- Ventilation
- Rescue
- Safety
- Fire Behavior

One officer on the scene shall be designated as an accountability officer and will assume the accountability functions.

To enhance accountability and to improve tracking of fire fighters in the Hot Zone, the "PASSPORT" system shall be used,

Personnel Accountability Report or "PAR" shall be used at the following accountability benchmarks:

- Any report of a trapped or missing fire fighter
- By all crews reporting an "All Clear"
- At a report of fire under control
- Upon exiting the structure
- Sudden hazardous event
- Change from offensive to defensive mode
- At the discretion of Command

Passports will remain with the designated accountability officer near the "point of entry" to the Hot Zone. Upon entry, crews will turn in their PASSPORT. Upon exit, the crew must retrieve their PASSPORT. The accountability status board will contain only the PASSPORTS of those crews in the Hot Zone. The Hot Zone shall be clearly marked with fire line tape and understood by all participants.

No personnel shall be permitted to act as a victim(s) during training fires.

To reinforce safety procedures, a protective clothing and equipment inspection shall be conducted on all fire fighters immediately prior and after engaging in suppression activities. The inspection shall insure that all clothing and equipment is serviceable and worn in a manner to provide the maximum personal protection.
REQUIRED FIRE EQUIPMENT AND COMPANIES

Two separate sources of hydrant water supply shall be established (two engine companies minimum). The water supply shall be test flowed by the forward pumper to insure adequate water supply of a minimum of 500 gallons per minute.

All fire attack hoselines shall be supplied by one pumper with its own hydrant water supply. The RIC unit backup hoselines shall be supplied by a second pumper using a separate hydrant water supply. All hoselines will be flow tested to confirm a minimum of 95 gpm, immediately prior to igniting the fire.

An ALS company and a rescue shall be on scene prior to the start of the burn.

BURN BUILDING PREPARATION

All doors, windows, ventilation props, and standpipes necessary for the training drill shall be checked and operated prior to any live fire conditions to ensure correct operation.

Burn buildings shall be left in a safe condition upon completion of each live fire exercise. Debris hindering the access or egress of fire fighters shall be removed before continuing further operations.

Obtain approvals from Air Quality Control.

Obtain approval from immediate supervisor.

Obtain approval of the safety officer.

STARTING THE FIRE

The use of flammable or combustible liquids, as defined in NFPA-30, shall be prohibited for use in live fire training evolutions. Only Class A materials shall be used in live fire training. A charged and manned hose line shall be in position to provide additional protection. The ignition process will be conducted under the direct supervision of the Safety Officer.

Command shall assign an experienced fire fighter to become "FIRESTARTER." It is the responsibility of the FIRESTARTER to initially ignite the fire. FIRESTARTER shall also regulate the fuel load for each evolution to maintain a tenable atmosphere inside the burn rooms.

The ignition of the fire shall be coordinated through Command so the burn rooms do not become overheated before attack teams make entry.
PRE-PLANNING

A pre-fire tour of the burn building is required.

ATTACK PLAN

The Officer in charge shall develop an attack plan based upon information obtained during the pre-plan and building preparation stages.

The Attack Plan shall specify:

- Points of ignition
- Amount of fire load
- Position of entry attack lines
- Position of RIC units
- A Rescue Plan
- Accountability Plan

All personnel involved in the drill shall be instructed on each element of the attack plan prior to igniting the structure and shall receive a walk through briefing of the building prior to each training fire. An evacuation plan and signal shall be reviewed and agreed upon.

NOTIFICATION OF TRAINING FIRE ACTIVITIES

Prior to conducting burn building training fires, the following notification must be made.

- Dispatch & Deployment
- On-duty Public Information Officer (PIO)
- Safety Officer
- Air Quality Control
- Waste Water Treatment Plant (west)
- Resource Management (south)
- Phoenix Equipment Management (east)
- ADOT maintenance facility (north)

USE OF HOSE STREAMS & EQUIPMENT

The interior protective wall panels will be damaged during live fire training by use of straight stream hose streams. To protect these panels, straight streams will be PROHIBITED during live fire training in Training Academy burn buildings. As these protective wall panels are brittle, care must be taken to prevent breakage. Care should be taken to avoid SCBA bottles or other equipment hitting the walls during training.
ON-SITE BURN OPERATIONS CHECKLIST

- Adequate fire apparatus on site
- ALS company on-scene
- Rescue on-scene
- Pumpers flow tested for 500 gpm water supply from separate hydrants
- Separate hydrant water sources for each pumper
- Fire load; conservative; not excessive
- Ignition location determined
- Safe ignition fuel utilized
- FIRESTARTER in full protective clothing/SCBA
- Protection line in place for FIRESTARTER; manned and charged
- Training Chief Officer on-scene
- Safety Officer (or representative) on-scene
- Command and sectors established
- Command location identified and announced
- All radios checked for proper functioning/channel
- Sectors established
  - Interior
    - Sectors 1, 2, 3, as needed
  - Rescue (RIC)
  - Safety
  - Ventilation as needed
- Other
- Accountability officer established
- Attack lines in place, flow tested for a minimum of 95 gpm each
- RIC lines in place, flow tested for a minimum of 95 gpm each
- RIC staffed by minimum of three fire fighters
- One RIC unit in place (with hoseline) for each attack entry team
- Attack lines from one pumper, RIC lines from a separate pumper
- Fire attack entry and RIC units in full protective clothing, PASS and SCBA checked for proper functioning
- Company officers in charge of each attack and RIC unit
- Attack plan established and understood by all
- Walk through briefing conducted for all crews
- Rescue plan established and understood by all
- PASSPORTS and status boards near point of entry
- Rehab established

POST BURN ACTIVITIES
The building shall be left in a safe condition upon completion of live fire training. All hot spots shall be completely extinguished to prevent re-kindle. It is recommended that an infrared camera be utilized to locate hot spots. Members shall be rehabed and re-hydrated. Protective clothing and SCBA’s shall be rinsed clean.
PURPOSE
The purpose of this procedure is to establish standard guidelines for conducting on-site training fires in the Emergency Services Institute (ESI) flashover chamber, while complying with NFPA Standard 1403. All other Phoenix Fire procedures will apply to training fires where applicable.

GENERAL USAGE
Any Fire Department member or outside agency wishing to use the flashover chamber must first obtain permission from an ESI chief officer.

The time and date of the training drill must be scheduled with the ESI staff. Drills involving Recruit Training and Departmental Training always have first priority.

An officer representing the ESI staff must be on-site for any live fire drills involving the flashover chamber. A fee may be charged to outside services/agencies.

The flashover chamber has been designed specifically for the purpose of repeated live fire training evolution's and include safeguards that only become unacceptably hazardous through misuse and neglect.

COMMAND
One officer on the scene shall be designated as "Command" and will assume the Command functions.

A Command Post shall be established and positioned to afford maximum visibility of the structure, operating companies and fire conditions.

COMMUNICATIONS
Command is responsible for establishing radio communications with each company officer or training officer involved in the drill. Channel assignment must be coordinated with Dispatch and Deployment and all companies involved. Companies operating at the training fire will continuously monitor the assigned radio channel. All radios will be checked for proper functioning and correct channel prior to initiating training fire operations.

SECTORS
To eliminate confusion, and provide adequate scene control, all personnel operating within the fireground perimeter shall operate under the direction of a sector officer. The fireground perimeter shall be defined as the hazardous area surrounding the burn structure and shall be determined by Command following guidelines stated in Fireground Safety.

The following sectors shall be established on all flashover chamber fires.
Interior - Training officer directing interior activities.

Rescue - (RIC) Provide a staffed, charged back-up line for each fire attack team, in position to assist in fire extinguishment and rescue of interior personnel. This sector will be staffed by experienced fire fighting personnel (not recruit fire fighters) and each Rapid Intervention Crew (RIC) shall consist of a minimum of three fire fighters. A company
officer shall be in charge of each RIC unit. There shall be one rescue team for each fire attack team.

Safety - The safety officer or a safety representative will be in attendance at all flashover chamber training fires and will assume safety sector responsibilities. The safety sector will monitor personnel and fire conditions, and work with Command to ensure all safety procedures are complied with, and that risk to personnel is minimized.

Other Sectors - Other sectors may be established as necessary to control training/fire control operations and to minimize risk to fire fighters.

SAFETY
The safety officer shall have full authority to intervene and control or stop any aspect of the operations when in his/her judgment, a potential or real risk to personnel exists. He/she will not be assigned other duties that would distract from his/her safety responsibilities.

Safety officer shall conduct a protective clothing inspection for each member prior to entering the chamber.

Additional safety officers may be assigned to the training fire if the conditions dictate. Responsibilities of the safety officer(s) will include but not be limited to the prevention of unsafe acts and elimination of unsafe conditions.

Company officers acting as instructors will be responsible for the direct supervision of assigned students and their safety and welfare, including the prevention of unsafe acts and the elimination of unsafe conditions.

The number of personnel involved in training fires inside the flashover chamber shall be limited to ten (10) personnel. To reduce risk, and assist with scene management, training fire participants shall be formed into individual teams consisting of no more than eight (8) members and supervised by two (2) qualified flashover chamber instructors.

Exposing recruit fire fighters to live fire conditions presents special safety considerations.

All fire fighters involved in flashover chamber training fires shall have received training to meet the performance objectives of:

- Protective Breathing Apparatus
- Fire Hose, Nozzles and Appliances
- Fire Streams
- Ventilation
- Rescue
- Safety
- Fire Behavior

One officer on the scene shall be designated as an accountability officer and will assume the accountability functions.
To enhance accountability and to improve tracking of fire fighters in the Hot Zone, the "PASSPORT" system shall be used,

Personnel Accountability Report or "PAR" shall be used at the following accountability benchmarks:

- Upon entry
- Any report of fire fighter in distress
- Upon exiting the structure
- Sudden hazardous event
- At the discretion of command

Passports will remain with the designated Accountability Officer near the "point of entry" to the flashover chamber. Upon entry, crews will turn in their PASSPORT. Upon exit, the crew must retrieve their PASSPORT. The accountability status board will contain only the PASSPORTS of those teams in the flashover chamber.

No personnel shall be permitted to act as a victim(s) during training fires.

To reinforce safety procedures, a protective clothing and equipment inspection shall be conducted on all fire fighters before and after the flashover training. The inspection shall insure that all clothing and equipment is serviceable and worn in a manner to provide the maximum personal protection.

REQUIRED FIRE EQUIPMENT AND COMPANIES
Two separate sources of water supply shall be established (one Engine and one Tender minimum). The water supply shall be test flowed by the forward pumper to insure adequate water supply of a minimum of 500 gallons per minute.

All fire suppression hoselines shall be supplied by one pumper. The RIC unit backup hoselines shall be supplied by a Tender. All hoselines will be flow tested to confirm a minimum of 95 gpm, prior to igniting the fire.

All members shall have a full SCBA bottle prior to entering the flashover chamber. ALS capabilities shall be maintained on-scene during training fires.

FLASHOVER CHAMBER PREPARATION
All doors, and smoke vents necessary for the training drill shall be checked and operated prior to any live fire conditions to ensure correct operation.

The flashover chamber shall be left in a safe condition upon completion of live fire training. Debris hindering the access or egress of fire fighters shall be removed before continuing further operations.

After each flashover exercise, all fire debris shall be removed with care and completely extinguished.

Obtain approval from Air Quality Control.
Obtain approval from immediate supervisor.
Obtain approval of the safety officer.
STARTING THE FIRE

The use of flammable or combustible liquids as defined in NFPA 30, shall be prohibited for use in live fire training evolutions. Only Class A materials shall be used in live fire training. A charged and manned hose line shall be in position to provide additional protection. The instructor will load the container with boards of fibrous material. He will make sure the wall and ceiling boards are placed as close together as possible and ensure the ceiling boards are pressed against the ceiling to prevent combustible gas pockets. A considerable amount of combustible gas is lost if there is a fire between the boards and the ceiling. (The combustible gas is what produces and demonstrates the flashover).

The initial fire shall be of dry fibrous material and shall be placed in one corner of the fire room. Make sure the roof hatch is working and that the door and the side hatch are easy to open. The ignition process will be conducted under the direct supervision of the safety officer. Command shall assign an experienced fire fighter to become "FIRESTARTER". It is the responsibility of the FIRESTARTER to initially ignite the fire. FIRESTARTER shall also regulate the fuel load for each evolution to maintain a tenable atmosphere inside the flashover chamber.

The ignition of the fire shall be coordinated through Command so the flashover chamber does not become overheated before observation teams make entry.

PRE-PLANNING

A pre-fire tour of the flashover chamber is required.

PRE-ENTRY BRIEFING

The Instructor in charge shall develop a briefing to include these important points:

- History and Development of Flashover Chamber
- Purpose of exercise
- Observe character of the combustible gases
- Observe neutral zone
- Observe air supply
- Observe differences of pressure
- Observe extinguishing effect

All personnel involved in the drill shall be instructed on each element of the plan prior to igniting the initial fire and shall receive a walk through briefing of the chamber prior to each training fire. An evacuation plan and signal shall be reviewed and agreed upon.

NOTIFICATION OF TRAINING FIRE ACTIVITIES

Prior to conducting flashover chamber training fires, the following notifications must be made.

- Dispatch & Deployment
- On-duty Public Information Officer (PIO)
- Safety Officer
- Air Quality Control
- Solid Waste Management to the (east)
ON-SITE BURN OPERATIONS CHECKLIST

- Adequate fire apparatus on site
- ALS capabilities on-scene
- Pumper and Tender flow tested for 500 gpm water supply
- Fire load; conservative; not excessive
- Ignition location determined
- Safe ignition fuel utilized
- FIRESTARTER in full protective clothing/SCBA
- Protection line in place for FIRESTARTER; manned and charged
- Training Chief Officer on-scene
- Safety officer (or representative) on-scene
- Command and sectors established
- Command location identified and announced
- All radios checked for proper functioning/channel
- Sectors established
  - Interior
  - Rescue (RIC)
  - Safety
  - Other
- Accountability Officer established
- Suppression line in place, flow tested for a minimum of 95 gpm each
- RIC lines in place, flow tested for a minimum of 95 gpm each
- RIC manned by minimum of three fire fighters
- One RIC unit in place (with hoseline) for each observation team
- Suppression lines from one pumper, RIC lines from a separate pumper or tender
- Flashover chamber participants and RIC units in full protective clothing, PASS and SCBA checked for proper functioning
- Flashover chamber instructors in charge of each observation team and RIC unit
- Operating plan established and understood by all
- Walk through briefing conducted for all crews
- Rescue plan established and understood by all
- PASSPORTS and status boards near point of entry
- Protective clothing and SCBA's shall be decontaminated
PURPOSE

The purpose of this procedure is to establish standard guidelines for conducting structural training fires while complying with NFPA Standard 1403. All other Phoenix Regional procedures will also apply to training fires where applicable.

The objective of a training fire is to provide realistic fire ground training under actual fire conditions for recruit and uniformed firefighters while providing high levels of safety and minimizing risk to firefighters.

Training fires will be designed to minimize the risk and to control the fire conditions so that firefighters are not unnecessarily exposed to hazards or injuries.

Training fires present the same hazards as those encountered at actual field incidents. The Incident Command System employed at actual fire incidents will be Standard Operating Procedure at all structural training fires. Refer to Volume II, Standard Operating Procedures.

PROCEDURES FOR ON OR OFF SITE BURNING

PERMITS

The Training Academy holds a burn permit issued by Maricopa County Environmental Services Department. The officer in charge is responsible for complying with the conditions stated on the burn permit. This includes burning only during the months and hours specified on the permit. Check the burn permit located in the main office to verify that the permit is current and has not expired.

The officer in charge is also responsible for calling the Air Quality Division each morning of the day of burning to obtain permission to burn that day. The phone number is (602) 506-6700. You must fill in the log at the time of the phone call with your name, the person you spoke to, type of burn, and time of day.

Note: Burns conducted outside the City of Phoenix boundaries may require local permits in addition to the county permit. Check with local jurisdiction before burning.

All burns, (off-site and on-site) must be conducted in compliance with the Fire Department's Burn Permit issued by the Maricopa County Department of Environmental Services, Air Quality Division. This includes limitations on the times when burns are allowed and pre-approval of all burns to ensure that they do not contribute to violations of the air quality health standards. Burn permits conducted off the training academy campus MAY require a burn permit specific to site/property where the burn is to occur.

All structural off-site burns require an asbestos survey and filing a completed NESHAPs form with Maricopa County Department of Environmental Services, Air Quality Division at least ten (10) working days prior to the scheduled burn.
COMMAND

One officer on the scene shall be designated as "Command" and will assume the Command functions.

A Command Post shall be established and positioned to afford maximum visibility of the structure, operating companies and fire conditions.

COMMUNICATIONS

Command is responsible for establishing radio communications with each company officer or training officer involved in the drill. Channel assignment must be coordinated with Dispatch and Deployment and all companies involved. Companies operating at the training fire will continuously monitor the assigned radio channel. All radios will be checked for proper functioning and correct channel prior to initiating training fire operations.

SECTORS

To eliminate confusion, and provide adequate scene control, all personnel operating within the fireground perimeter shall operate under the direction of a sector officer. The fireground perimeter shall be defined as the hazardous area surrounding the burn structure and shall be determined by Command following guidelines stated in Fireground Safety.

The following sectors shall be established on all structural training fires.

Interior - Company or training officer directing interior suppression activities.

Exposure - Provide manned, charged hose line positioned to protect exposed property. More than one hose line (and therefore, more than one sector) may be required, depending on the exposures present.

Rescue (RIC) - Provide a manned, charged back-up line for each fire attack team, in position to assist in fire extinguishment and rescue of interior personnel. This sector will be manned by experienced firefighting personnel (not recruit firefighters) and each Rapid Intervention Crew (RIC) shall consist of a minimum of three firefighters. A company officer shall be in charge of each RIC unit. There shall be one rescue (RIC) team for each fire attack team. The RIC will be positioned in a ready state near the exterior point of entry.

Rehab - All personnel not assigned to other sectors will be under the direction of Rehab. Rehab area will be established in a location that reduces congestion around the fire building.

Safety - The Safety Officer (or a safety representative) will be in attendance at all structural training fires and will assume safety sector responsibilities. The safety sector will monitor personnel and fire conditions, and work with Command to ensure all safety procedures are complied with, and that risk to personnel is minimized.
Other sectors may be established as necessary to control training/fire control operations and to minimize risk to firefighters.

SAFETY

The Safety Officer shall have full authority to intervene and control or stop any aspect of the operations when in his/her judgment; a potential or real risk to personnel exists. He/she will not be assigned other duties that would distract from his/her safety responsibilities.

Additional Safety Officers may be assigned to the training fire if the conditions dictate. Responsibilities of the Safety Officer(s) will include but not be limited to the prevention of unsafe acts and elimination of unsafe conditions.

Company officers acting as instructors will be responsible for the direct supervision of assigned students and their safety and welfare, including the prevention of unsafe acts and the elimination of unsafe conditions.

Fire Department personnel will not be permitted to operate on the roof during active fire conditions in the building.

The number of personnel involved in training fires often exceeds the number normally assigned at actual incidents. To reduce risk, and assist with scene management, training fire participants shall be formed into individual companies consisting of no more than four (4) members and supervised by a company officer.

Exposing recruit firefighters to structural training fires presents special safety considerations. All sector officers should anticipate that a recruit firefighter's exposure to interior fire conditions may be less than orderly. To reduce the possibility of injury, the span of control for interior operations shall not exceed two recruits for each company or training officer.

All firefighters involved in structural training fires shall have received training to meet the performance objectives of Firefighter I, NFPA 1001 in:

- Forcible Entry
- Protective Breathing Apparatus
- Fire Hose, Nozzles and Appliances
- Fire Streams
- Ladders
- Ventilation
- Rescue
- Safety
- Fire Behavior

No personnel shall be permitted to act as a victim(s) during live training fires.
To reinforce safety procedures, a protective clothing and equipment inspection shall be conducted on all firefighters immediately prior to and after engaging in suppression activities. The inspection shall insure that all clothing and equipment is serviceable and worn in a manner to provide the maximum personal protection.

The Safety Officer will be responsible for completing the safety checklist prior to initiating the training exercise.

One officer on the scene shall be designated as an accountability officer and will assume the accountability functions.

To enhance accountability and to improve tracking of firefighters in the Hot Zone, the "PASSPORT" system shall be used,

Personnel Accountability Report or "PAR" shall be used at the following accountability benchmarks:
- Upon entering the structure
- Any report of a trapped or missing firefighter
- By all crews reporting an "All Clear"
- At a report of fire under control
- Upon exiting the structure
- Sudden hazardous event
- Change from offensive to defensive strategy
- At the discretion of Command

Passports will remain with the designated accountability officer near the "point of entry" to the Hot Zone. Upon entry, crews will turn in their PASSPORT. Upon exit, the crew must retrieve their PASSPORT. The accountability status board will contain only the PASSPORTS of those crews in the Hot Zone.

Access to the training fire building will be controlled by fire line tape that shall be stretched around the fire-building perimeter.

Personnel within this perimeter may be permitted to operate with the SCBA facepiece removed. All other protective clothing items shall be in place.

All personnel not wearing appropriate protective clothing and equipment shall remain outside the fire line perimeter.

REQUIRED FIRE EQUIPMENT AND COMPANIES

Two separate sources of hydrant water supply shall be established (two Engine Companies minimum). The water supply shall be test flowed by the forward pumper to insure adequate water supply of a minimum of 500 gallons per minute.
All fire attack hose lines shall be supplied by one pumper. The RIC unit backup hose lines shall be supplied by a second pumper. All hose lines will be flow tested to confirm a minimum of 95 gpm.

An on-duty battalion chief or other chief officer designated by the Training Academy staff shall be on scene to supervise the overall operation.

A utility truck and a rescue shall be on scene prior to the start of the training fire. An ALS company shall also be on scene.

Access to the scene shall be controlled to permit emergency access to and from the site.

All apparatus will be appropriately placed or staged in accordance with the Phoenix Regional Standard Operating Procedures.

**STARTING THE FIRE**

The use of flammable or combustible liquids, as defined in NFPA-30, shall be prohibited for use in live fire training evolutions. Only Class A materials shall be used in live fire training. The ignition process will be conducted under the direct supervision of the Safety Officer. Command shall assign an experienced firefighter to become "FIRESTARTER." It is the responsibility of the FIRESTARTER to initially ignite the fire. FIRESTARTER shall also regulate the fuel load for each evolution to maintain a tenable atmosphere inside the training fire rooms. The RIC unit shall be in place with a charged hose line prior to ignition.

**ATTACK PLAN**

The officer in charge shall develop an attack plan based upon information obtained during the pre-plan and building preparation stages.

The Attack Plan shall specify:
- Points of ignition
- Amount of fire load
- Position of entry attack lines
- Position of RIC units
- A Rescue Plan

All personnel involved in the drill shall be instructed on each element of the attack plan prior to igniting the structure and shall receive a walk through briefing of the building prior to each training fire. An evacuation plan and signal shall be reviewed and agreed upon.

**RE-USE OF LIVE TRAINING FIRE BUILDING**

The building will be re-inspected by the Safety Officer for structural integrity and for any hazards or unsafe conditions prior to each additional training fire in the structure.
RECORDS AND REPORTS

The following records and reports shall be maintained on all live fire training for two years.

a. An accounting of the activities conducted.
b. Roll call of all participants, including the Safety Officer and other support personnel.
c. Documentation of unusual conditions or events encountered.
d. Any injuries and treatment provided.
e. Copy of "Transfer of Authority" form signed by property owner.
f. Copies of all permits, releases or other documents relating to the training fire.
g. Records of critiques.

OFF SITE TRAINING BURNS

PRE-PLANNING
The officer in charge of the drill will conduct an initial inspection of the training fire site. If the building appears acceptable, he/she will make an appointment with the Safety Officer to inspect the building.

Single-story structures shall always be considered first choice when selecting training in interior firefighting operations. Two-story structures will only be considered when the building has been thoroughly inspected by the Safety Officer and the Command officer. Both officers must agree that the building is structurally sound for training burns. Adequate egress/access points on the second floor must be readily available.

The officer coordinating the training fire will inspect the building with the Safety Officer. The building must meet fire safety and structural integrity criteria before approval to conduct a training fire is given by the Safety Officer. The Safety Officer shall have full authority to deny approval if the building is determined unsafe. Buildings incapable of withstanding exposure to fire conditions shall not be utilized. Buildings with bars on windows or doors that cannot be removed shall not be utilized.

Traffic control will also be a major factor for consideration in approving live structural training fires. Approval will not be given where traffic cannot be effectively controlled or re-routed.

ASBESTOS CONSIDERATIONS

Prior to scheduling any training activities an asbestos consideration must be conducted by an AHERA accredited asbestos building inspector to ensure that no asbestos is present in the structure. The asbestos survey must follow AHERA guidelines and in addition include sampling of all materials, which are determined by the inspector to be suspect for asbestos. This MAY include roofing components, ceiling tiles and finishes, flooring or interior and exterior textured wall treatment layers including but not limited to stucco and paint. Metals, wood and glass are recognized as having no potential for asbestos.
If asbestos is determined in any layer of material, in concentrations greater than 1%, the structure/house may not be used for any type of training activities, including burns, forcible entry, etc.

If the building is found to be free of asbestos materials (<1% by layer), a NESHAPs form must be filed with Maricopa County Air Quality Asbestos Unit at least 10 working days before the scheduled burn.

RESTRICTED AREAS

Training fires are not permitted in the following locations:

- The Central Corridor (Seventh Avenue on the West and Seventh Street on the East).
- The Airport Relocation area (24th Street on the East and 14th Street on the West. The freeway on the South and Jackson Street on the North).

Drills that draw opposition from neighbors or other members of the community should be discontinued.

BUILDING PREPARATION OBTAINING PERMISSION AND PERMITS

The training officer coordinating the live structure burn shall be responsible for obtaining all releases, permits and other approvals and releases relating to the training fire. They shall include, but not necessarily be limited to the following:

1. Confirm a clear title on the property.
2. Obtain written permission from the building owner.
3. Verify ownership of the selected building.
4. Obtain documented proof of cancellation of insurance on the selected building.
5. Obtain a burn permit from Urban Services.
6. Obtain permission to burn from Air Quality Control.
7. Obtain approval from immediate supervisor.
8. Obtain approval of Safety Officer.
9. Review requirements and restrictions in the Fire Department’s Burn Permit with Maricopa County Department of Environmental Services. Review expiration date on the permit.
10. Request and confirm completion of an asbestos NESHAPS survey to be completed by an AHERA Certified Building Inspector and submit a completed NESHAPS to Maricopa County Air Quality for approval 10 working days prior to a burn day.
11. Request and confirm completion of an inspection by the Fire Department’s Industrial Hygienist from City Safety to evaluate the presence of hazardous waste, mercury, lead, and other regulatory issues.
12. If asbestos, in any form, is determined in the structure, the structure will not be considered for training burn or any other type of training activity.
SITE PREPARATION

The following preparations will be made prior to conducting a training fire in a structure:

- Request a walk-through of the property by the Fire Department’s Industrial Hygienist or a representative Industrial Hygienist from City Safety. The walk through should include a review of asbestos testing results, ad results or inspector for hazardous waste, mercury, lead and other results of previous inspection.
- Confirm that utility service (gas and electric, etc.) has been disconnected.
- All debris will be cleared from entrances and exits and from the immediate exterior area.
- At least two points of egress shall be provided in all training fire structures.
- All interior contents shall be arranged to permit free access to and egress from all rooms.
- No additional combustible, or smoke generating substance other than wood pallets or other Class A materials will be added to any structure.
- The fire load shall be conservative.
- Low-density combustible fiberboard and unconventional interior finishes shall be removed.
- All windows and doors to be used for egress or emergency evacuation will be checked for and made capable of unrestricted opening.
- Structures will be pre-vented at the roof. The roof vent opening may be covered with an appropriate material. A metal cable will be attached to prevent burn-through and the cable will be extended to the ground. The vent cover will be removed at an appropriate time during fire attack operations to permit ventilation and prevent flashover or backdraft.
- Heavy roof, attic, or ceiling equipment or fixtures, etc., shall be removed.
- Pre-training fire checklist shall be completed.

NOTIFICATION OF TRAINING FIRE ACTIVITIES

Prior to conducting structural training fires, the following notification must be made.

- Fire Prevention—Obtain a burn permit from Fire Prevention. A burning permit must be obtained for all training fires conducted off Training Academy grounds.
- Dispatch & Deployment—location, time, type of burn, companies being utilized.
- Obtain permission to burn from Maricopa County Department of Environmental Services Air Quality Control Division.
- On-duty Public Information Officer (PIO)
- Shift Commander
- Battalion chief whose battalion the training fire will be in.
- Safety Officer
- District commander in whose district the training fire is being conducted.
- Occupants of adjoining property
- Police Department
- The office of the Deputy City Manager
- The office of the District Council member
OFF SITE PRE-TRAINING FIRE CHECKLIST

- Call Maricopa County Department of Environmental Services Air Quality Division for permission to burn on morning of burn day (phone number is listed on permit)
- On-site building inspection by Safety Officer
- Inspection by Fire or City Industrial Hygienist (for asbestos, hazardous waste, mercury, lead, etc.)
- Building structure was analyzed for structural integrity
- Exposures evaluated
- Special Hazards considered
- Access to site and all sides of building adequate
- Water supply from two hydrants/adequate
- Street traffic blockage considered
- Exterior debris, trees, and brush cleared
- Two points of egress/exits available
- Windows/doors unrestricted
- Interior access unobstructed; uncomplicated
- Ceiling fixtures removed
- Class A fuel only for fire starting
- Interior combustibles fire load reasonable/conservative
- Permits/permission and other documentation obtained
- Evidence of prerequisite training (NFPA 1001) obtained for students from outside agencies
- Adjacent property owners notified
- All utilities disconnected
- Heavy attic or roof objects removed
- Porches, steps, or railing made safe
- Notifications made
  1. Maricopa County Department of Environmental Services: permission to burn on morning of burn day (phone number is listed on permit)
  2. Fire Department or Personnel Safety Industrial Hygienist
  3. Request and confirm asbestos NESHAPs form filed 10 working days before the burn
  4. Fire Prevention
  5. Dispatch & Deployment
  6. Public Information Officer
  7. Shift Commander
  8. Battalion chief in training area
  9. Safety Officer
  10. District commander
  11. Police
  12. Air Quality Control
  13. Deputy City Manager
  14. District Council member

Signed: ____________________________________________
ON-SITE TRAINING FIRE OPERATIONS CHECKLIST

- Call Maricopa County Department of Environmental Services Air Quality Division for permission to burn on morning of burn day (phone number is listed on permit). Verify that the permit has not expired.
- Class A Fuel only
- Adequate fire apparatus on site
- ALS company on-scene
- Rescue on-scene
- Rehab on-scene
- Utility truck on-scene
- Two separate hydrant water sources secured
- Pumpers flow tested for a minimum 500 gpm water supply
- Roof pre-vented with adequate opening
- Vent covers with cable to ground
- Fire load; conservative; not excessive
- Ignition location determined
- Safe ignition fuel utilized
- Igniter person fully protected with protective clothing/SCBA
- Protective line for igniter person; manned and charged
- Ignition from exterior only
- Chief officer on site as Incident Commander
- Safety Officer (or representative) on-scene
- Command and sectors established
- Command location identified and announced
- All radios checked for proper functioning/channel
- Sectors established
  1. Interior
  2. Exposure(s)
  3. RIC(s)
  4. Rehab
  5. Safety
  6. Other
- Attack lines in place, flow tested for a minimum of 95 gpm each
- RIC unit in place, flow tested for a minimum of 95 gpm each
- RIC unit staffed by minimum of three firefighters
- One backup RIC unit in place (with hose line) for each fire attack entry team
- Attack lines from one pumper, RIC lines from a separate pumper
- Fire attack entry and RIC unit fully "suited up" in protective equipment, PASS unit and SCBA checked for proper functioning
- Company officers in charge of each entry and RIC unit
- Specific plan of operation established, understood by all
- Walk through briefing conducted for all crews
- Rescue plan established, understood by all
- Emergency evacuation plan and signal determined and agreed upon
- Fire Line tapes in place
- Provision for on site sanitary facilities/"Porta Jon," etc.
- Accountability Officer established

Signed: ________________________________
POST TRAINING FIRE CHECKLIST

___ All personnel accounted for
___ Equipment and clothing checked for damage
___ Remaining fires overhauled/controlled
___ Critique conducted
___ Total extinguishment completed at end of training operations
___ Copy of "Transfer of Authority" form signed by building owner
___ Building secured or made safe
___ Bunker gear and equipment decontaminated

Signed: ___________________________
The purpose of this procedure is to describe the requirements necessary for supervising less experienced personnel at working incidents.

The integral part of safe operations at an incident site is that the fire company functions as a team, supervised by the company officer. The company officer is responsible for the supervision and welfare of all personnel in his/her company and other fire fighters assigned to his/her supervision.

It is important to recognize that fire fighters gain "experience" at different rates. Experience levels depend upon time on the job, number, type and intensity of past incidents, and the quality of supervision and training that the fire fighter has gained.

It is also important to recognize that inexperienced personnel caught in a hot, smoke-filled environment with zero visibility, or other hazardous or unfamiliar environment, can easily take inappropriate action resulting in injury or death to themselves or others.

With the arrival of a new or less experienced fire fighter to the company, the company officer--and all crew members assume responsibility for the new fire fighter.

For the purpose of this procedure, a "less experienced" fire fighter is defined as:

A. Probationary fire fighter.
B. Any member with less than two years total experience assigned to fire fighting duties.

It should be noted that two years fire fighting experience, does not necessarily qualify that individual as experienced. Fire fighters may still require direct supervision.

It will be the responsibility of the company officer to determine the experience level of all fire fighters assigned to his/her company through the following methods:

Interview: Interview the fire fighter to determine time assigned to fire fighting duties, previous assignments, type and amount of prior experience.

Evaluate: Evaluate the fire fighters proficiency in hose lays, SCBA, ladder, evolutions, etc. Determine the fire fighter's knowledge of fire fighting and safety procedures. Interview previous company officers on the fire fighter's past performance.

Training: Provide frequent and appropriate training to improve skill levels and maintain proficiency.

Follow-up: Provide follow-up evaluation and training. Evaluate the fire fighter's performance at each incident. Interview other fire fighters who worked with the fire fighter.

Those fire fighters determined to be inexperienced will be directly supervised by the company officer or a fire fighter with greater than two years total fire fighting experience.
Direct supervision will be required at the moment the fire fighter enters an area that exposes the fire fighter to potential injury or death. Examples include:

A. Entering a building involved with smoke or fire.
B. Approaching a potential collapse area.
C. Potential explosion or flash fire.
D. Approaching a hazardous materials incident.
E. Entering an area where hazard line tape is present.
F. Any other area that could cause injury or death to the fire fighter.

The fact that a fire fighter meets the time in assignment criteria to be an experienced fire fighter does not relieve the supervisor of his/her responsibilities. All personnel at an incident will be supervised by and accountable to a company officer or command officer.

The experienced fire fighter, however, may be permitted, under appropriate and safe circumstances, to function at an incident without direct supervision of a company officer.
### Subject
Certification Standards for Training, Experience, and Credentialing Requirements

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### Originating Department
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE

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### CERTIFICATION STANDARDS FOR TRAINING, EXPERIENCE, AND CREDENTIALING REQUIREMENTS

Issued by: County Executive
Executive Regulation No. 21-06AM
Authority: Code Section 21-18
Supersedes: Certification Standards for Training, Experience, and Credentialing Requirements Executive Regulation No. 18-05AM
Council review: Method (2)
Register Vol. 23, Issue 9
Effective date: November 6, 2007

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### SUMMARY:
The Metropolitan Washington Council of Governments Fire Chiefs recommends that all fire-service based first responders in the National Capital Region complete Operations-level training in Weapons of Mass Destruction (WMD) response. This training is intended to be funded through the Urban Areas Security Initiative (UASI), a federal Homeland Security grant program.

Executive Regulation 21-06AM adds to the existing training requirements new provisions directing that all MCFRS personnel must complete National Capital Region Operations-level training in WMD response as federal funds become available. The initial MCFRS roll-out of this training applies to all Unit Officers at the ranks of Fire/Rescue/EMS Lieutenant and Captain. These personnel must complete the training within certain deadlines, contingent on available federal funding.

By October 1st of each year, the Fire Chief must review MCFRS’ progress in meeting this training requirement, and report to the County Council on the training completed, and the amount of federal funding received and spent to date. The report must also indicate the remaining personnel to be trained, UASI funding available for this purpose, and the schedule for training the remaining personnel.

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### DEADLINE:
Montgomery County Register Comment: September 30, 2006
## MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

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## BACKGROUND:

Training, experience, and credentialing standards are necessary to ensure that individuals who perform fire suppression, rescue, emergency medical service functions, and mitigate all-hazards incidents, including those involving chemical, biological, radiological, nuclear, and explosive (CBRNE) hazards, possess the requisite knowledge, skills, and abilities to safely and effectively perform those functions.

These training, experience, and credentialing standards are developed from applicable federal, State, regional, and local standards. This Regulation is consistent with the intent and organization of the Integrated Emergency Command Structure.

### Section 1. Purpose

This Regulation adopts and implements training, experience, and credentialing certification standards, consistent with Montgomery County Code Section 21-18. These requirements apply to volunteer and career personnel engaging in the same operational duties.

### Section 2. Definitions.

- **Active.** IECS-certified career or volunteer personnel serving in positions directly involved in: mitigating all-hazards and emergency incidents; and performing services that may include response to fires; rescue incidents; medical emergencies; including acts of terrorism and catastrophic events caused by weapons of mass destruction.

- **All-Hazards Incident.** Any event, whether natural or human-caused, that requires mitigation to: protect life, property, the environment, public health, or safety; and to minimize the disruption of government, social, or economic activities.

- **Basic Core Training Requirements.** Core requirements that are developed as minimum training requirements for participation in the IECS, that meet staffing needs for personnel assigned either to fire suppression units, or to EMS units. These basic core training requirements are indicated in Appendices A-1 for Firefighter/Rescuers, and A-2 for EMS Providers.

- **Career (employee).** A fire/rescue Merit System employee of Montgomery County, or
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- **an employee of a local fire and rescue department, who provides firefighting, rescue, or emergency medical service.**

- **e. Certified/Certification.** Documented proof of an individual’s knowledge, skills, and abilities (KSAs), and a determination of competency through a process identified by the Fire Chief, which may include testing, evaluation, or practical exercise components.

- **f. Certified Chief Officer.** An MCFRS officer who has met the training and experience requirements identified in this Regulation and has been certified at the IECS rank of Battalion Chief or above by the Fire Chief or designee.

- **g. CBRNE.** The term of art abbreviation for chemical, biological, radiological, nuclear, and explosive hazards, any one or a combination of which are considered to be included in the term “weapons of mass destruction.”

- **h. Competency Evaluation.** A process that evaluates an individual’s knowledge, skills, and abilities within a particular rank. Competency evaluation may include a written or oral exam, an evaluation by skills demonstration, or tabletop exercise.

- **i. Credential/Credentialing.** A system of certifying personnel who are qualified to respond to all-hazards incidents locally, regionally, and nationally. This system will enable the development of local minimum standards and national standards for those personnel who are qualified to provide an intrastate and interstate application. For Certified Chief Officers, this process will include successful demonstration of required competencies.

- **j. EMS Provider.** A volunteer member of MCFRS who provides only emergency medical services.

- **k. Emergency Service Provider.** An individual who is accepted as a volunteer or career employee of the Montgomery County Fire and Rescue Service, and who is certified to perform firefighting, rescue, or emergency medical services.

- **l. Firefighter/Rescuer.** A career or volunteer member of MCFRS who provides firefighting, rescue, and emergency medical services.
### Certification Standards for Training, Experience, and Credentialing Requirements

#### Originating Department

**MONTGOMERY COUNTY FIRE AND RESCUE SERVICE**

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**m. FROMS.** Acronym for Fire and Rescue Occupational Medical Section.

**n. IECS.** Abbreviation for *Integrated Emergency Command Structure*, the operational chain of command and rank structure that integrates all fire and rescue services personnel, both career and volunteer, who have met the applicable training, experience, certification, and credentialing requirements.

**o. IECS-Certified.** Status indicating an individual’s eligibility to serve at a specific rank level, as noted in Regulation No. 16-05AM, *Integrated Emergency Command Structure*, in accordance with these training and certification standards.

**p. IFSAC.** Acronym for International Fire Service Accreditation Congress, the organization that adopted the professional qualification standards defining the knowledge and performance requirements for fire service personnel.

**q. KSAs.** Abbreviation for Knowledge, Skills, and Abilities, a listing of the qualifications and personal attributes that are needed to qualify for a specific position.

**r. MFSPQB.** Abbreviation for Maryland Fire Services Personnel Qualifications Board, the accreditation agency for fire service personnel in the State of Maryland.

**s. Mobile Volunteer Corps.** A group of individuals who have been approved by the Chief, Division of Volunteer Services, and are available to provide volunteer, operational, administrative, or auxiliary services with MCFRS.

**t. NBFSPQ.** Abbreviation for National Board on Fire Service Professional Qualifications, which uses the NFPA’s professional qualifications standards to define the knowledge and performance requirements for fire service personnel.

**u. Peer Evaluation.** A process by which an officer of equal or senior rank uses established benchmark criteria to evaluate another officer’s or firefighter’s performance during an emergency incident.

**v. Personnel.** All active, IECS-certified firefighter/rescuer and emergency medical service providers, including volunteers and employees of the Local Fire and Rescue Departments, and County Merit System employees of the MCFRS.
Subject: Certification Standards for Training, Experience, and Credentialing Requirements

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w. **Provisional Period/Status.** The status of an MCFRS individual who is rated medically unacceptable by FROMS, or who is on a leave of absence from MCFRS, or has failed to recertify in his/her current MCFRS rank. This individual must not participate in IECS activities, except as approved by the Fire Chief.

x. **Training Officer.** The individual designated by the Fire Chief with the responsibility to train all operational personnel of the Montgomery County Fire and Rescue Service.

y. **Volunteer.** An individual who, without salary, performs firefighting, rescue, or emergency medical services with the MCFRS, as part of its Division of Volunteer Services.

z. **Weapons of Mass Destruction (WMD).** Chemical, biological, radiological, nuclear, or explosive weapons that are capable of indiscriminately killing large numbers of human beings.

Section 3. **Applicability.** This Regulation applies to all new, provisional, and active firefighter/rescuer and emergency medical services personnel, both career and volunteer, who provide firefighter/rescuer or emergency medical services.

Section 4. **Policy.** All active firefighter/rescuer and emergency medical services personnel must meet applicable standards of training and experience to be eligible to serve in the Montgomery County Fire and Rescue Service, and to participate in the IECS. Most training requirements may be met at the MCFRS Public Safety Training Academy (PSTA). However, MCFRS personnel may also take training from other agencies and organizations. For equivalency requirements for training acquired inside or outside Montgomery County, see Sec. 4. g., below. The training and experience requirements are defined and required by this Regulation, and are attached as Appendix A-1 for Firefighter/Rescuers, and Appendix A-2 for EMS Providers. An LFRD Chief may request the Fire Chief to list an individual as IECS-certified after the individual has completed the training and/or experience requirements for any stated rank or title.

a. **Categories Established.** Two categories of MCFRS participation are established: Firefighter/Rescuer (volunteer and career), and EMS Provider (volunteer only).

b. **Medical Acceptance.** Individuals who apply for IECS certification must meet the
c. **Entering MCFRS.** An individual must be 16 years of age to qualify to train at the Montgomery County Public Safety Training Academy, and may enter the Montgomery County Fire and Rescue Service in one of several ways, as indicated below.

1. An individual may enter without any previous firefighting, rescue, or emergency medical service training or experience by making application to MCFRS.

2. An individual may become a **volunteer** member of MCFRS by meeting the membership requirements of a specific LFRD, or the Mobile Volunteer Corps, by successfully completing a criminal records background check, and being rated medically acceptable by FROMS under Executive Regulation #01-05AM, Medical Standards for Operational Members and Candidates of the Montgomery County Fire and Rescue Service.

3. An individual may have obtained previous **certified** equivalent training and experience, and may seek to enter from another jurisdiction.

4. An individual may re-enter the MCFRS service delivery system following a leave of absence from active IECs participation, and will enter **Provisional Status,** pending reinstatement.

d. **Requirements for New Personnel.**

1. **Orientation Training.** All personnel who enter MCFRS must successfully complete an orientation training program. Orientation training is performance-based and not hour-specific, and must meet the performance criteria established by the Fire Chief. Components of the orientation training may be conducted in the fire/rescue station, on-line (web-based), and/or at the Public Safety Training Academy.
2. The Fire Chief or LFRD Chief must certify and record successful completion of the orientation training for new personnel.

3. Personnel in the Firefighter/Rescuer category who successfully complete the orientation training are considered Firefighter/Rescuer candidates/recruits until they have met the training and/or certification and age requirement for Firefighter/Rescuer I.

   A. A Firefighter/Rescuer candidate/recruit may ride fire suppression apparatus as an observer, and may assist qualified personnel only if proper supervision is provided by a Unit Officer. A Firefighter/Rescuer candidate/recruit may do the following only during supervised training sessions: enter Immediate Danger to Life or Health (IDLH) environments; enter burning buildings; participate in activities requiring advanced training; or be subjected to hazardous environments.

   A Firefighter/Rescuer candidate/recruit does NOT qualify as minimum staffing.

   B. A Firefighter/Rescuer candidate/recruit who has completed the initial year of service, and has reached 17 years of age, begins to qualify for the experience criteria for promotion.

4. Personnel in the EMS Provider category who successfully complete the orientation training are considered EMS Provider candidates/recruits until they have completed the training and/or certification and age requirement for EMS Provider I.

   A. An EMS Provider candidate/recruit may ride apparatus as an observer, and may assist qualified personnel only if proper supervision is provided by a Unit Officer. An EMS Provider candidate/recruit may do the following only during supervised training sessions: enter IDLH environments; enter burning buildings; participate in activities requiring advanced training; or be subjected to hazardous environments.

   An EMS Provider candidate/recruit does NOT qualify as minimum
B. An **EMS Provider** candidate/recruit who has completed the initial year of service, and has reached 17 years of age, begins to qualify for the **experience** criteria for promotion.

e. **Basic Core Training Requirements.** To participate in the **IECS**, and to be eligible to meet minimum staffing requirements for fire suppression and EMS units, all **personnel** must successfully complete the **basic core training requirements**, subject to the Transitional Provisions in Sec. 5. c.

1. **Fire Suppression Units.** **Basic core training requirements** to staff fire suppression units include successful completion of all courses listed as **basic core training requirements** in Appendix A-1.

2. **EMS Units.** **Basic core training requirements** to staff EMS units include successful completion of all courses listed as **basic core training requirements** in Appendix A-2.

3. **EMT Requirement.** All **personnel** on the IECS list must maintain Maryland Emergency Medical Technician-Basic (EMT-B) **certification** once they have achieved EMT status, or after having completed the 2-year transitional period.

f. **Experience Requirements.**

1. **Volunteer** fire and rescue **personnel** must meet the requirement for **certification** of **active** service (50 points) in accordance with the Montgomery County Length of Service Awards Program during a calendar year, to receive credit for that year's experience.

2. **Career** fire and rescue **personnel** must attain at least a satisfactory performance evaluation, to receive credit for one year’s **active** experience.

g. **Equivalency Process.** **Personnel** who have acquired training inside or outside of Montgomery County, and/or experience from jurisdictions or agencies outside Montgomery County, may apply for equivalent training or experience and/or service
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1. **Personnel** who enter MCFRS may request equivalency for experience and/or service time at similar ranks within the Montgomery County **IECS**. To request equivalency for experience and/or service time, personnel must complete and submit Appendix D, *Experience and/or Service Time Application*, with the specified supporting documentation, to the MCFRS **Training Officer**. The request must be accompanied by a description of the rank served in, and relevant information to enable a determination of activity level.

2. To request equivalency for training, **personnel** must complete and submit the *Non-Jurisdictional Course Equivalency Application* (Appendix C), with the specified supporting documentation, to the MCFRS **Training Officer**.

3. The MCFRS **Training Officer** must review all equivalency requests within 15 working days of their receipt. If the MCFRS **Training Officer** confirms that the documentation meets the requirements of the course, the equivalency is approved and an equivalency **certificate** is issued.

4. If the MCFRS **Training Officer** does not recommend approval of an equivalency request, the request must be forwarded to the PSTA Equivalency Committee for its review and recommendation.

5. The PSTA Equivalency Committee must approve or deny the request, and may recommend additional action that the applicant may take to obtain approval.

6. An individual who is denied equivalency for training courses, experience, and/or service time may appeal the decision of the Equivalency Committee to the Fire Chief.

   A. The individual must submit all equivalency appeals to the Fire Chief on Appendix C, *Non-Jurisdictional Course Equivalency Application*, or Appendix D, *Experience and/or Service Time Equivalency Application*, as appropriate.
B. Requests must include all supporting documentation.

7. The Fire Chief may grant equivalency or an extension of service time experience, based on an individual's KSAs, as described in Section 4.g.1. of this Regulation, on a case-by-case basis. The Fire Chief’s decision to grant or deny any request for equivalency or extension is final and may not be appealed.

8. Personnel who have obtained IFSAC, NBFSPQ, or MFSPQB certification may be certified by the Training Officer as having equivalent training.

9. Experience for career and volunteer fire and rescue personnel is twelve months of active service time to receive credit for one year of experience.

10. Challenge Testing. Personnel who successfully complete the challenge testing process offered through the MFSPQB or the NBFSPQ certification program may be required to complete jurisdictional-specific components of a given training course, as required by the Training Officer.

h. EMS Providers. In-State EMS providers may qualify for charge status only when they are granted legal recognition or reciprocal certification, as established by the MCFRS Training Officer and the approval of their LFRD Chief.

i. Requirements for Certified Chief Officers. In addition to meeting the training and experience requirements in Appendix A-1 or A-2, a Certified Chief Officer must meet the program requirements of the MCFRS Command Officer Professional Development and Improvement (COPDI) Policy, and successfully complete an annual Competency Evaluation and an annual Peer Evaluation to maintain eligibility to participate in the IECS at the Certified Chief Officer level. The Fire Chief may place a Certified Chief Officer who fails to meet these requirements in Provisional Status.

j. WMD Response Training. All MCFRS personnel must complete Operations-level training in Weapons of Mass Destruction response, as recommended for all fire-service based first responders in the National Capital Region by the Metropolitan
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Washington Council of Governments Fire Chiefs. This training is intended to be funded through the Urban Areas Security Initiative (UASI), a federal Homeland Security grant program, and is subject to the availability of federal funding.

1. For the initial MCFRS roll-out, each incumbent Unit Officer at the ranks of Fire/Rescue/EMS Lieutenant and Captain must complete this training by September 30, 2010. New Fire/Rescue/EMS Lieutenants and Captains must complete this training within two years after their appointment/promotion. These deadlines are contingent on available federal funding.

2. By October 1st of each year, the Fire Chief must review MCFRS' progress in meeting this training requirement, and report to the County Council on the training completed, and the amount of federal funding received and spent to date. The report must also indicate the remaining personnel to be trained, UASI funding available for this purpose, and the schedule for training the remaining personnel.

k. **Fire Chief's Implementation of Additional Training Requirements.** The Fire Chief may require additional training to comply with any new State or federal requirements applicable to MCFRS, or to meet immediate safety concerns and protect MCFRS personnel. Any new training requirements must be implemented by regulation. If immediate action is required, the Fire Chief may initially issue a General Order to field personnel requiring the new training. The General Order may remain in effect not longer than 90 days. The Fire Chief must issue regulations to implement the training before the General Order expires.

l. **Promotions and Accrual of Experience for Promotion.** Progression in IECS rank must be incremental, without skipping a position. Personnel who request promotion must have obtained the necessary training and experience requirements listed between, and included in, their current rank and the IECS rank to which they are requesting promotion. (Exception: Master Firefighter/Rescuer and Master EMS Provider are optional ranks.)

m. **LFRD Requests for Temporary Promotions.** A temporary promotion, as requested by an LFRD Chief, must comply with all applicable Fire and Rescue Commission, MCFRS, Executive Regulations, and/or LFRD policies. The Fire Chief must prepare
a Notice of Temporary Promotion and circulate it to the field, as required in Executive Regulation #16-05AM, *Integrated Emergency Command Structure*.

n. **Promotion Eligibility.** As of the effective date of this Regulation, *personnel* are eligible for promotion to the highest rank as *certified* on the **IECS** list and/or the MCFRS Promotion Eligibility List, provided all *certification* requirements are maintained and current.

o. **Recertification Requirements for MCFRS Personnel.** *Personnel* in all ranks from Firefighter/Rescuer I/EMS Provider I through Chief must complete the annual recertifications below, subject to the transitional provisions in Section 5.c.

1. Annual recertification requirements for all ranks from Firefighter/Rescuer I/EMS Provider I through Chief include:

   A. Air/Bloodborne Pathogens;
   B. CPR-Healthcare Provider;
   C. AED;
   D. Hazardous Materials Operations; and
   E. SCBA

2. *Personnel* who fail to maintain their *certifications* will be removed from the **IECS** list, placed in **Provisional Status**, and will no longer be *certified* in the active Service.

p. **Certifications for Command Duties.** An individual in a rank that must assume command duties on the scene of an incident must successfully complete an annual **Competency Evaluation** to maintain **IECS certification**.

1. **Certified Chief Officers** must successfully complete an annual **Competency Evaluation** and **Peer Evaluation** to maintain **IECS certification**.

2. Unit Officers at the rank of Firefighter/Rescuer III and **Master Firefighter/Rescuer** must successfully complete an annual **Competency Evaluation** to maintain **IECS certification**, if operating in the officer position.
3. Unit Officers at the rank of EMS Provider III and EMS Master Provider must successfully complete an annual Competency Evaluation to maintain IECS certification, if operating in the officer position.

4. Lieutenants and Captains must successfully complete an annual Competency Evaluation and Peer Evaluation to maintain IECS certification.

5. The Fire Chief will determine the content of the Competency Evaluation and Peer Evaluation for each rank.

6. The MCFRS Training Officer or designee will administer Competency Evaluations for annual command-level testing at the Command Development Center at the PSTA or other approved facilities.

7. An individual who fails to successfully complete a Competency Evaluation and/or Peer Evaluation will be placed in Provisional Status until the individual has successfully met the requirements.

8. All Competency and Peer Evaluations must be fair, objective, and performance based.

q. Credentialing. When federal requirements are in place, personnel serving in the Montgomery County IECS will be certified and nationally credentialed at the highest level attained in each IECS rank. At that time, the Fire Chief will maintain a list of qualified personnel who are certified and credentialed to participate in the IECS. MCFRS personnel will be required to maintain credentialing ID cards, consistent with the annual Competency Evaluation process.

r. Documentation. Personnel who request to participate in the Montgomery County IECS must provide documentation of their eligibility for certification, with the Emergency Service Provider Certification form (Appendix B). Documentation must include all required certificates or other records of successful completion of requirements, and/or other means of satisfying the training and experience requirements appropriate for the rank requested. The Fire Chief or designee must approve or disapprove the request within 14 calendar days of receipt.
s. Provisional Status.

1. An individual who intends to return to full active service from Provisional Status must become familiar with all new MCFRS policies, regulations, and protocols, and must successfully complete, subject to the transitional provisions in Section 5.c.:
   
   A. all annual recertification requirements;
   
   B. any requirements in Appendix A-1 or A-2, as applicable for the IECS rank they are re-entering in the active Service;
   
   C. the current Maryland EMT-B;
   
   D. the SCBA fit test; and
   
   E. the medical evaluation requirements in Executive Regulation #01-05AM, Medical Standards for Operational Members and Candidates of MCFRS.

2. A Certified Chief Officer who is in Provisional Status must meet all of the above requirements, as well as COPDI requirements and KSA competencies for command officers, by successfully completing table top exercises and a written Incident Command System evaluation for all-hazards incidents, as described in Section 4.i. of this Regulation.

3. The Fire Chief’s designee must complete a review of individuals in Provisional Status. These individuals will be certified when they have met all the requirements for reinstatement, indicating they have satisfied the IECS requirements for the rank to which they have applied.

t. Restrictions while in Provisional Status. An individual who is in Provisional Status is not IECS-certified, and is, therefore, non-operational. However, with the Fire Chief’s approval, an individual in Provisional Status may provide restricted service on an incident scene. As determined by the Fire Chief, the individual may participate in limited response activity, pending completion/remediation of the
individual’s training or certification deficiencies. An individual in this category may be required to successfully complete a demonstration of competencies, as defined by the Fire Chief. **An individual in Provisional Status is in non-operational status and does not meet minimum staffing requirements.** An individual in Provisional Status must agree to the terms of, and execute, a memorandum of understanding or written agreement with the Fire Chief.

Section 5. Responsibilities.

a. The Fire Chief must:

1. develop a list of all fire and rescue personnel in rank order, and certify qualified personnel who meet these training and experience standards to participate in the Montgomery County IECS;

2. ensure that the Equivalency Committee comprises a balanced representation of the career and volunteer components of the Montgomery County Fire and Rescue Service;

3. maintain a list of all qualified personnel who are certified and credentialed to participate in the IECS; and

4. by October 1st of each year, review MCFRS’ progress in meeting the WMD response training requirement in Section 4.j., and report to the Council on MCFRS’ compliance, as required in Section 4.j.2.

b. MCFRS and the LFRDs must apply for training and experience certification for their respective employees and members, and forward the applications to the Fire Chief.

c. **Implementation Requirements and Transitional Provisions.** All MCFRS personnel must meet the training and experience requirements in this Regulation, subject to the transitional provisions below.

1. All MCFRS personnel who were IECS-certified on or before the effective date of this Regulation must successfully complete new courses required by this Regulation within two years after the date the Public Safety Training
## Subject
Certification Standards for Training, Experience, and Credentialing Requirements

### Number
21-06AM

### Originating Department
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE

### Effective Date
11/6/07

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2. **All personnel** who were in the Firefighter/Rescuer I category on or before the effective date of this Regulation must complete the **basic core training requirements** identified in Appendix A-1 for Firefighter/Rescuer I within two years after the effective date.

3. **All personnel** who were in the EMS Provider I category on or before the effective date of this Regulation must complete the **basic core training requirements** identified in Appendix A-2 for EMS Provider I within two years after the effective date.

4. An active Firefighter/Rescuer or EMS Provider who was IECS-certified on or before the effective date of this Regulation must complete all the **basic core training requirements** within two years after the effective date.

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### Section 6. Implementation and Enforcement
The Fire Chief is the implementation and enforcement authority for all Policies and Regulations of the Montgomery County Fire and Rescue Service.

### Section 7. Severability
If a court of final appeal holds that any part of this Regulation is invalid, that ruling does not affect the validity of other parts of the Regulation.

### Section 8. Effective Date
This Regulation is effective on the date the County Council adopts a resolution approving it.

### Section 9. Attachments:

- **Appendix A-1**  
  *MCFRS Certification Standards for Training, Experience, and Credentialing Requirements* - Firefighter/Rescuers

- **Appendix A-2**  
  *MCFRS Certification Standards for Training, Experience, and Credentialing Requirements* - EMS Provider Personnel

- **Appendix B**  
  *Emergency Services Provider Certification Form*
# MONTGOMERY COUNTY EXECUTIVE REGULATION

**Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850**

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| Appendix C - Non-Jurisdictional Course Equivalency Application |
| Appendix D - Experience and/or Service Time Equivalency Application |

**Recommended:**

/s/ Thomas W. Carr, Jr., Chief  
Montgomery County Fire and Rescue Service  
10/19/07 Date

**Approved:**

/s/ Isiah Leggett,  
Montgomery County Executive  
10/25/07 Date
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<th>Candidate</th>
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| Volunteer Membership | * Station Orientation  
* Air/Blood-borne Pathogens  
* CPR-Health Care Provider  
* AED  
* Haz Mat Operations  
* Human Relations & EEO  
* SCBA/PPE  
* Voice radio/Mobile data computer/unit-incident reporting system | Essentials of F/F I or  
* EMT-B, AED, and CPR (must obtain within 2 years of implementation)  
* No experience required | Essentials of F/F I and  
* EMT-B, AED, and CPR  
Training meets or exceeds NFPA Std. 1001 (2002) or current edition. Once certified must maintain Maryland EMT certification. |
| FF III | MFF | LT | Captain |
| * EMT-B, CPR, and AED  
Technical Rescue Course  
Strategy & Tactics Course  
(Annual Competency Evaluation, if operating in officer position)  
**Experience** – 3 years total, at least 2 yrs at FF/R II. Up to 1 yr at FF/R I may count toward total experience requirements.  
**MFF/R is an optional rank** | * EMT-B, CPR, and AED  
Pumps  
Aerial Operations  
Annual Competency Evaluation  
**Experience** – 3 yrs total, at least 2 yrs at FF/R II, 1 year FF III | * EMT-B, CPR, and AED  
Pumps  
Aerial Operations  
Fire Officer I  
Instructor I  
WMD Operations-Level First Responder, subject to availability of federal funds  
Annual Competency Evaluation and Peer Evaluation  
**Experience** – 2 yrs at FF/R II, and 1 yr at FF/R III or MFF/R | * EMT-B, CPR, and AED  
WMD Operations-Level First Responder, subject to availability of federal funds  
Annual Competency Evaluation and Peer Evaluation  
**Experience** – 2 yrs at FF/R II, and 1 yr at FF/R III or MFF/R and 2 yrs at LT |
| Certified Chief Officer | LFRD Chief/Ass’t Chief | Duty Operations Chief |  |
| * EMT-B, CPR, and AED  
Annual Competency Evaluation and Peer Evaluation  
Must comply with COPDI requirements  
**Experience** – 2 yrs at FF/R II, and 1 yr at FF/R III or MFF/R and 2 yrs at Lt and 2 yrs at Captain | * EMT-B, CPR, and AED  
Annual Competency Evaluation and Peer Evaluation  
Must comply with COPDI requirements  
**Experience** – 2 yrs at FF/R II, and 1 yr at FF/R III or MFF/R and 2 yrs at Lt. and 2 yrs at Captain and 2 yrs at Certified Chief Officer | * EMT-B, CPR, and AED  
Successful completion of promotion process and selection by the Fire Chief  
Annual Competency Evaluation and Peer Evaluation  
Must comply with COPDI requirements  
**Experience** – 2 yrs at FF/R II, and 1 yr at FF/R III or MFF/R and 2 yrs at Lt and 2 yrs at Captain and 2 yrs at Certified Chief Officer |
Response actions at a Weapons of Mass Destruction (WMD) incident can be divided into those undertaken by operational responders and those undertaken or supervised by hazmat technicians. Medical management includes decontamination, triage, treatment, behavioral health and transportation. The specific WMD agent involved -- chemical, biological or radiological -- has an impact on scene management. All WMD terrorism incidents are crime scenes; police sector needs early establishment. Additional detail for WMD response operations may be found in Phoenix Fire Department WMD Field Operations Guide (FOG).

FIRST ARRIVING UNITS

The first arriving officer will establish Command and begin a size-up. Survey visible activity, signs and symptoms. Notice potential effects of wind, topography and location of the incident. Route other responding companies away from visible hazards.

Command will establish level II staging whenever possible. Care must be taken to establish staging in a safe area, taking into account the characteristics of the likely WMD agent (chemical, biological, radiological).

Area Isolation/ Perimeter Establishment

I. Command Size-up gathers information for incident management plan

- In known or suspected explosions when purposeful or terrorist activity cannot be ruled out (i.e., natural gas explosion) initial actions should be to secure a hot zone perimeter and call for the EOD (PD bomb squad) to respond.
- Entry into the hot zone/crime scene should be under the direction of unified Command with Haz Mat – radiological monitoring, Tech Rescue – secondary collapse, and EOD secondary explosive devices/crime scene, issues being addressed.
- If victims are present the Incident Commander should establish communication quickly to control their anxiety and behavior. Select a fire member/officer (preferably paramedic) as a point of communication to establish rapport and credibility. If possible all direct communications to victims should be conducted/coordinated through this person.
- A WMD/terrorist incident is a CRIME SCENE. Once fire/hazmat work is complete, scene passes to FBI.
- Remember any signs of WMD devices, dispersion apparatus, or other potential evidence.
- BE AWARE OF SECONDARY DEVICES designed to injure additional victims and/or first responders. Upon sighting a device that appears operable, withdraw personnel until Police Bomb Squad has inspected/rendered safe any suspicious appearing device.
- Remember locations of potential evidence; do not move or collect it yourself.
- Pay attention to symptoms exhibited by victims for relay to hazmat/paramedic personnel.
- Prepare to Evacuate nearby area if indicated by wind, explosive or similar danger.
• If fire is present and radiological agent suspected, evacuate to 2000 feet. Check downwind areas for contamination.

• IN THE CASE OF LETTER OR PACKAGE CONTAINING UNKNOWN SUBSTANCE:
  - Quarantine persons in the immediate area of exposure (office or room) and place them in a safe refuge area.
  - Isolate the area that the substance or package is located; hold for Hazmat Team to double bag and secure.
  - Control Heating and Air Conditioning (HVAC) Systems by shutting down to prevent spread of contamination.

DO NOT USE SPECIFIC NAME OF SUSPECTED AGENT OVER THE RADIO; USE ONLY ABIOLOGICAL AGENT@ OR AUNKNOWN AGENT@.

If a biological agent is contained in a single room or office in a multi-function building, the building should be evacuated.

II. IF NO APPARENT VICTIMS, LIFE HAZARD, RESCUE SITUATION, OR FIRE EXIST, FIRE DEPARTMENT PERSONNEL SHOULD NOT BE EXPOSED TO RISK.

First arriving units should secure a perimeter, evaluate the situation, and await the arrival of the Hazardous Materials Technicians.

• USE AVAILABLE PPE TO MINIMIZE SAFETY RISKS FOR OPERATIONAL RESPONDERS.

  Minimize entry of first responders into HOT ZONE.

  Minimum PPE is turnouts, butyl rubber gloves and SCBA.

III. Establish Zones of Limited Access.

• The HOT ZONE is the area immediately around the site/munition/device/source. Enforce a single entry control point. All personnel entering this area must wear full protective gear. The entry control point should be a minimum of 300 feet from the source. This applies whether suspected agent is chemical, biological or radiological.

• The WARM ZONE is upwind and uphill from the Hot Zone for Chemical and Radiological Threats. Biological agents are non-volatile and controllable: if contained in a building little downwind threat is posed; if release point is in the open, downwind hazard may exist.
Hot Zone Support, Rescue, and Technical Decon personnel operate in WARM ZONE with full protective gear. Decon lines are established in the WARM ZONE. This area should be minimally 15 feet wide, but must encompass all victims awaiting decon and decon equipment. A LOBBY SECTOR will be established at the entry to the warm zone for accountability.

- The COLD ZONE is outside the Warm Zone. For Chemical and Radiological agents, COLD ZONE is uphill and upwind from Warm Zone. No contaminated personnel or equipment should pass into the COLD ZONE. Incident Command, medical and transportation are located in the COLD ZONE. Personnel should keep protective gear at hand in case of wind shift or accidental contamination.

IV. COORDINATE WITH POLICE TO ESTABLISH SECURITY FOR SITE

- Police will secure scene to insure safety for victims and emergency responders.
- Police will search immediate area for presence of secondary devices.
- If potentially explosive devices are sighted or suspected, Police Special Assignments Unit will investigate and clear. Fire personnel will withdraw to safe staging area until safe re-entry is possible. Fire personnel will NOT move or disarm suspected devices.
- Victims and others will be denied entry and exit from HOT ZONE. Police will enforce these restrictions. Fire personnel will NOT use physical force to restrain public.

Equipment Positioning

Position equipment upwind, uphill and upstream from the incident site. If the incident is indoors, insure any ventilation exhaust ports are not blowing vapors into the established response areas. Shut down HVAC systems to minimize contamination spread.

Assess Downwind Hazards

Be aware of the presence of, or potential for downwind, plumes. This threat exists for chemical, biological and radiological [particles] agents. If a downwind hazard exists, initiate appropriate action (evacuation or shelter-in-place) for those at risk. Adjust incident perimeters to account for windage risks.

Gather Casualties/Initiate Victim Management

I. Immediately begin process of gathering ambulatory victims.

- Using an amplified PA system, direct victims to an established holding area to await evaluation and emergency gross decontamination.
- If deaths occur during sorting, redefine HOT ZONE perimeter to include bodies.
- Explain emergency decontamination to victims.
• Once emergency decon is complete, sort ambulatory victims into:
  ➢ People with Special Needs
  ➢ Gender groups
• Continue to process any additional victims who exit the impact area.

II. USE CAUTION [PPE] WHEN CONTACTING VICTIMS
• Those exposed to CHEMICAL agents may be off-gassing.
• BIOLOGICAL victims may be contaminated with particles or droplets of agent.
• RADIOLOGICAL victims pose no danger; particles on skin or clothing brush or wash off.

III. NOTE LOCATIONS OF DEAD AT SCENE
• HOT ZONE perimeter should be defined to include all dead bodies.
• Unless absolutely necessary do not move bodies.

IV. NON-AMBULATORY VICTIMS SHOULD LIE IN PLACE
• If necessary administer emergency medical measures WHILE WEARING PPE.
• If external threat (building collapse, etc.) threatens, move victim(s) to safe area.

V. NOTE VICTIMS IN NEED OF RESCUE. Do not undertake rescue without PPE

VI. DEAD ANIMALS AND BIRDS AT THE SCENE

Deceased animals and birds at the scene will be handled as deceased people are handled, expanding the Hot Zone to include their locations. Once scene operations have concluded, Maricopa County Animal Control (MCAC) will be notified of the presence of deceased and contaminated animals.

Emergency Decontamination

I. Emergency decontamination for chemical agents should begin as soon as possible.
• Emergency Decon serves three functions:
  ➢ Marks victims for easy identification
  ➢ Removes product/particles from victims
  ➢ Engages victims in activity that reduces anxiety.
• Using PA system/bull horn, instruct victims on procedure:
  ➢ spread arms and legs wide; turn slowly so all parts of body are rinsed; clothing is NOT removed for emergency decon unless patient was exposed to a liquid splash.
  ➢ Victims will be thoroughly wet using a booster line. Soak victims from top of head downward with copious amounts of water.

• In an event with multiple victims, which may inundate the booster line procedure of emergency decontamination, a master stream(s) creating a dense shower flow should be established as a more effective method of mass casualty emergency decontamination.

II. Minimum PPE for decontaminating victims is turnouts and SCBA.

III. Locate Emergency Decon corridor Upgrade from HOT ZONE if possible. Notice direction and impact of uncontrolled runoff for referral to clean-up.

   Note: Emergency decontamination is not necessary for biological and radiological contamination. ONLY victims who have other medical injuries that require immediate medical attention should be prioritized and decontaminated as necessary.

HAZMAT UNITS

Hazmat Sector Establishment, Site Assessment

I. Command -- through Hazmat -- will make site assessment to:

   • assign levels of PPE;
   • confirm/adjust hot/warm/cold zones and incident perimeter; For Radiological Agent, HOT ZONE is defined as area where survey instruments produce readings of 2 MR/hour and higher;
   • confirm/adjust equipment placement.
   • reassess downwind hazards; implement evacuation/shelter-in-place as needed.

II. Operations personnel become support.

III. Hazmat brings necessary pharmaceuticals/antidotes to the scene.

Hazmat Initiates Technical Decon Set-up/Operation

I. WMD Technical Decon Lines for personnel and equipment described in MP 204.14C?

II. If available and time permits, Female Decon Team Assists with set-up then operates female/special needs line.
III. Three shelters will be assembled: Two Ambulatory and a Special Needs/Non Ambulatory decontamination shelter for victims requiring assistance, staffers by a male and female support group.

- Each decontamination shelter will be staffed with a minimum of 5 personnel (for mass casualty incidents) processing victims through the various stations.
- A Separate Technician Decon operation should be set up for response personnel away from the victim decon lines.
- Non-ambulatory and Special Needs Victims will be processed through decon lines with assistance rendered as necessary by station attendants.
- Decon of Deceased takes place AFTER ambulatory and non-ambulatory victims are deconned, treated and transported.
- If Federal response is not available, deceased victims may be decontaminated by Fire Department personnel trained in stripping and decontamination of bodies before the Maricopa County Medical Examiner's Office assumes control of the body. Victims who expire after decontamination (in the cold zone) will be held for the County Medical Examiner's Office.

Hazmat: Initial Entry

I. Initial entry into the Hot Zone will be made by Hazmat Technicians.

- For Chemical agents level A protection is worn. All personnel entering the Hot Zone will carry THREE Nerve Agent Antidote Kits (MARK I) for self administration as needed.
- For Biological agents, the level of protection is worn, as assigned by IC consulting with HazMat and toxicologists/poison control.
- For Radiological threats, minimum PPE is turnouts, butyl rubber gloves and SCBA; XETEX dosimeters will be worn by all entering Hot Zone.

II. Two entry teams and appropriate backup teams will be established. One entry team will be assigned to victim rescue and extrication. The second entry team will address agent identification.

III. When victims are trapped, extrication, high angle rescue, trench rescue, or other technical rescue may be used.

- Extrication is conducted by the Extrication Sector of the Medical Branch, assisted by other PFD special units. If special equipment or skills are demanded to achieve rescue, PFD Technical Rescue Teams (TRT) will be used.
- Non-ambulatory, but not trapped, victims located in the Hot or Warm Zones will be handled only by personnel in appropriate PPE. Hot zone rescues only by Hazmat.
Hazmat: Agent Identification

I. All Chemical incidents will be treated as a Hazmat situation. The standard chemical detection and air monitoring devices (i.e., HAZCAT) will be used during a response. If the incident is suspected or confirmed to involve unconventional warfare chemicals, the following list of detection devices (in conjunction with the standard equipment) will be used for agent identification:

- M-8 Chemical Detection Paper - chemical liquids
- M-9 Chemical Detection Paper - chemical liquids
- Dragger Colormetric Tubes - chemical vapors
- M256 Chemical Detection Kit - chemical liquids and vapors
- APD-2000 CW Detector - chemical vapors

In all cases where a chemical WMD is suspected, every available chemical detection device will be used for secondary and tertiary confirmation of suspected chemicals.

II. For Biological incidents sampling is necessary and scene assessments will be undertaken if equipment is available.

- Hazmat teams will collect and test samples of any suspected Biological agent with the appropriate field detection kit. Phoenix PD will transfer the sample to the Arizona Department of Health Services (ADHS) State Laboratory for further testing and identification.
- Toxicology support is available at the scene and/or in the EOC through the Samaritan Regional Poison Control Center.
- Phoenix Police Department personnel will transport suspected biological agent samples to the ADHS State Laboratory.

III. For Radiological incidents, Victoreen Instrument CDU-700 and Ludlum Model IIC Radiacmeters will be used to identify the source of contamination and designate zones of operation (Hot, Warm and Cold). The same instruments will be used to monitor personnel. The Arizona Radiation Regulatory Agency (ARRA) will be notified to deploy teams to assist with defining the extent of contamination.

Hazmat: Safety and Secondary Devices

I. Beginning with first at scene, all personnel will be cognizant of bombs and secondary devices in their areas of operation. No PFD personnel should ever inspect or move a suspected secondary device.
II. If operational personnel locate a suspected secondary device, the Hot Zone will be expanded to include the device. All Fire personnel will withdraw from the area. Police Bomb Technicians will enter the area to render the device safe. Once safety has been established, PFD will resume operations.

III. If a secondary device is discovered by Hazmat technicians as they make entry into the Hot Zone, they will withdraw from the area. PD bomb technicians will enter the area with PPE to render the device safe. Fire operations will resume after safety has been established.

IV. The Phoenix PD bomb technicians will operate with two teams. The first team is an Entry (Render Safe) Team. The second team is back-up to the Entry Team. If the threat is large enough to demand the use of two PD entry teams, PFD Hazmat personnel, if available, will provide a back-up rescue team to support PD operations in the Hot Zone.

MEDICAL MANAGEMENT

I. Whether the agent is chemical, biological or radiological, victims of a Weapons of Mass Destruction/terrorist incident may present injuries caused by explosions, fire, falls, or other mechanisms not directly related to the hazard agent itself. These can include cardiac symptoms. As appropriate, treatment of such injuries should be initiated in the field.

II. For victims in a chemical incident, treatment protocols will follow established agent specific guidelines. For nerve agents (sarin, soman, VX) Mark I Kits are used for adults; atropine injections for pediatric. Oxygen is administered for choking agents. Amyl Nitrate (or sodium nitrite or sodium thiosulfate) is given for Blood agents. Blister agents are given supportive therapy for blisters plus pain medication.

III. For biological agent victims, it is possible that no symptoms may be present. If an agent is positively identified, patients will be decontaminated and moved to hospitals or other shelters for quarantine or observation.

IV. Victims of a radiological agent are unlikely to exhibit specific symptoms at the scene. Exposure to ionizing radiation produces tissue and cell changes that are slow onset. Radioactive particles are easily removed from skin and clothing. RADIATION EXPOSURE ALONE IS NOT A MEDICAL EMERGENCY.

V. Treatment and triage are responsibilities of the IMS Medical Sector/Branch with information from Hazmat. Extrication from the Hot Zone and decontamination is part of the Hazmat Sector/Branch. In a small incident, Transportation may be a sector under the Medical Branch; with a large number of victims.

VI. Command will assess scene stability and determine whether medical sector/branch is located at the scene or away from the scene.
Triage

I. The objective of triage is to sort victims so that the maximum number of lives may be preserved through rapid and effective use of medical therapeutics.

- S.T.A.R.T. (Simple Triage And Rapid Treatment) criteria will be used for triage, using four classifications:
  
  **IMMEDIATE**: requiring immediate treatment for survival;
  **DELAYED**: not likely to be adversely affected by delay in treatment or movement to definitive care;
  **MINOR**: ambulatory and able to follow simple commands, may or may not require minor treatment;
  **DEAD OR DYING**.

II. The Arizona S.T.A.R.T. triage tag will be used for all patients. The tag shows patient classification and also identifies injuries and treatments administered in the field, and becomes the tracking base for patients.

- In the event of a very large number of victims, triage may be indicated initially by marking the priority on the patient’s forehead with the felt pen. In such cases, the triage tag will be attached as soon as feasible.
- Triage tag numbers are used for patient tracking; the triage tag becomes part of the patient record after arrival at hospital. Triage tags remain attached to patients transferred from the scene to the National Disaster Medical System (NDMS) for forward movement.

Treatment

I. Treatment areas will be established in the cold zone.

II. Medical treatment will address supportive needs of patients. Care for injuries (sustained in explosions, fires, falls or other events related to the incident) collateral to WMD agent exposure will be administered. Particular attention is reserved for airway/respiratory and cardiovascular support. For all agents, patients will have experienced a terrorist event demands attention be given to Behavioral Health issues.

Treatments administered at the scene will be guided by agent identification and medical advise from toxicology/poison control personnel.

- For chemical exposures, if agent is identified antidotes may be initially administered during decon and continued in treatment area. Antidote choice and dose are agent specific.
• For **biological agents**, antibiotic or antitoxin administration may be initiated after decontamination as directed by toxicology/poison control.

• For **radiation exposures**, symptomatic support is offered [no antidotes or efficacious treatments exist].

III. For otherwise uninjured patients exposed to **biological agents**, if victim is non-symptomatic, treatment may be confined to observation or initiation of antibiotics/antitoxins. Command will determine if patients that are to be observed are transported to hospitals or to shelters. Patients receiving initial antibiotic doses may be directed (by Command) to obtain further antibiotics from public health authorities, from hospitals, or from private physicians. Treatment Sector Officer may refer patients to Behavioral Health personnel and/or Police Sector for interview.

IV. For otherwise uninjured, not contaminated and non-symptomatic patients exposed to **radiological agents**, Treatment Sector Officer will review and

   a. direct to treatment by a private physician;
   b. refer to Police Sector for interview; and/or
   c. refer to Behavioral Health personnel for interview.

V. For victims of **chemical agents**, exposed patients whether currently symptomatic or not require observation. Symptomatic patients require antidotes and supportive therapy. Non-symptomatic patients, particularly those exposed to nerve or blister agents, may become symptomatic within hours. Patients who can be confirmed as not exposed may be referred by Treatment Sector Officer to Behavioral Health personnel and/or Police Sector for interview.

VI. **PHARMACEUTICALS** will be brought to the incident scene with the responding Hazmat teams or tox medic units. Additional Pharmaceuticals and equipment will be transported to scene as needed.

VII. Specific treatment protocols for WMD agents are described in M.P. 201.14D.

**Behavioral Health**

I. Behavioral Health needs of victims will be addressed by Community Assistance Program (Alternate Response) units (with call-up from TERROS, EMPACT and American Red Cross as needed).

   • The mission of these personnel is to attend to the crisis mental health needs of victims and responders, thereby assuring smooth operation and continuous flow of patients through decontamination, treatment and transportation.
II. On scene, Behavioral Health Units may be assigned (in appropriate PPE) to decontamination lines, in the treatment areas, and at the Transportation Sector to perform their behavioral health functions.

III. Behavioral Health Units and personnel will be deployed to receiving hospitals to support hospital behavioral health professionals in caring for short-term victim needs, including debriefings. If mass shelters are established for victims, Behavioral Health personnel will provide similar services at those locations. During the incident, Behavioral Health personnel will be available to address short-term crisis needs of victim family members.

Transportation

I. The Transportation Sector/Branch moves patients from the scene to receiving hospitals or to shelters as assigned by Command.

- Only patients who have been decontaminated will be transported.
- Zones will be designated in or near treatment areas to serve as collection points for patients to be transported.

II. Ambulatory victims, once given initial assessment, decontamination and treatment, can be transported en mass on designated vehicles (busses and other multiple patient transports). Patients whose condition merits will be transported to medical facilities via ambulance. If appropriate and such transport will not further disperse the agent, air transportation may be used.

III. Decontaminated, uninjured patients may be released or transferred to mass shelter locations as determined to be appropriate by Command. Names and contact information will be recorded for all released individuals for any necessary post-incident follow-up as well as behavioral health interviews.

IV. Some civilians present at the scene may not have experienced injury or exposure to a chemical agent, and may not require decon. Witnesses may fall into this category. After medical review, Command may direct such people to be documented and interviewed by Police Sector. Behavioral Health personnel may also interview such victims to offer assistance.

V. Movement and loading of vehicles at the scene will be managed by Transportation Sector/Branch, with security/support from the Police Department as appropriate. Acquisition of additional vehicles and equipment will be handled through the Resource Sector/Branch.
VI. If the local hospital system is overwhelmed early in an incident, or treatment requires it, patients may be moved to the NDMS Patient Reception Center (PRC). Patients will not be transported from the scene until the Transportation Officer has confirmed that the PRC is operational. The chain of treatment will be continued at the PRC until patients are placed on aircraft. Patients transferred to NDMS will be tracked through their triage tags.

Hospitals

I. Potential receiving hospitals will be notified immediately by dispatch (EMSystem and MCMAS) upon determination that a WMD agent is involved in an incident.

II. Receiving hospitals will engage lock-down status.

III. Hospitals will receive information on the probable (or identified) agent, decontamination guidance, and recommendations on patient care from toxicology/poison control personnel based in the City EOC. The priority will be to disseminate this information to receiving hospitals first, and then to all area hospitals. Once established MCMAS and EMSystem will enable simultaneous communication to all hospitals.

IV. Medical Branch will coordinate with the pharmaceuticals representative in the EOC, and deliver appropriate drugs, antidotes and equipment (as adjuncts to those maintained at hospitals) to receiving hospitals.

V. Hospitals will assume responsibility for decontamination, triage and treatment of “walk in” patients. This includes primary set-up of decontamination and maintenance of PPE for hospital personnel. A PFD unit (with appropriate PPE) trained in decontamination set up and procedures may be dispatched as scene demands de-escalate to each receiving hospital to assist in decontamination of walk-ins. Hospitals will handle medical triage for walk-ins and assume tracking responsibility for patients not processed through the scene.

VI. The Phoenix Police Department will dispatch units with appropriate PPE as necessary to assist hospital security personnel in maintaining order at receiving facilities. This includes isolation and management of self-referrals awaiting decontamination.

VII. Medical staff at receiving hospitals will determine patient treatment needs and the nature of definitive care. A medical decision may be made to refer the patient to the NDMS for transportation to definitive care. In this event, hospital transportation, supported as appropriate by Fire Department ambulances, will be arranged to transfer the patient(s) to NDMS at Sky Harbor International Airport. Hospital patients being moved who require continuing care and/or treatment between the time of hospital departure and the time they can be loaded on aircraft will obtain that treatment in the Patient Reception Center (PRC).
VIII. Individual hospitals will determine their patient capacity and coordinate that information with the EOC and Transportation Sector at the scene. When a hospital closes due to maximum patient load, victims will be transported to other receiving hospitals. In the event all area hospitals become saturated (and alternate treatment areas are either full or not established), victims from the scene will be transported to the NDMS receiving area at Sky Harbor International Airport.

RECOVERY/RESTORATION ACTIONS

The recovery and restoration phase begins after the last living patients have been transported from the scene. During this phase, it is expected that Federal response elements will arrive with specialized teams and equipment. Federal resources will support hazard monitoring, technical (equipment) and environmental decontamination, and site restoration.

Technical Decon of Response Personnel/Equipment and Shutdown

I. Hazmat personnel continue to perform and/or supervise the technical personnel decon corridor.

II. Hazmat personnel will establish and operate an equipment decontamination corridor to support restoration of equipment needed to re-establish essential services.

III. Hazmat personnel will shut down the emergency decon operation and technical decon corridors as they complete operation.

IV. Hazmat personnel will find/document uncontained runoff problems from decon corridors.

V. Equipment and protocol for personnel and equipment decontamination are described in M.P. 204.14C.

Site Survey

I. To the extent possible, Hazmat personnel will continue to monitor all equipment and areas suspected to be contaminated with available detection and identification devices. Hazmat will coordinate with Arizona Department of Environmental Quality (ADEQ) for additional monitoring assistance outside of the hot/warm zones.

II. Hazmat personnel will document all runoff areas, apparatus and other locations suspected or identified as contaminated.
III. When **biological agents** are involved, Hazmat teams will continue to collect samples of suspected contamination for evaluation by ADHS State Laboratory. PD will transport samples from scene to laboratory.

IV. In **radiological incidents**, Hazmat personnel will coordinate with Arizona Radiation Regulatory Agency to establish that equipment and site have been successfully decontaminated.

V. For **chemical agents**, areas and equipment that cannot be accommodated in the technical equipment decon corridor will be cleaned with a 5% bleach solution. A minimum solution contact time of 15 minutes will be observed, then area or equipment will be thoroughly rinsed and remonitored for contamination. The process will continue until monitoring indicates no contamination is present.

VI. Hazmat personnel will provide technical assistance/support as requested to Maricopa County, State, and/or Federal agencies engaged in restoration operations. Such agencies will be operating under the Federal Response Plan.

**Hazmat assist in transfer of deceased to County Medical Examiner**

I. Deceased are to be left in hot zone unit all victims have been transported.

II. Maricopa County Medical Examiner’s Office, supported by Federal D-Mort Teams, will examine bodies for evidence prior to decon. Decon may be supported by PFD Hazmat personnel as requested.

III. Tracking, transportation and storage of bodies and belongings will be handled by the Medical Examiner’s Office to insure preservation of chain of evidence custody.
PURPOSE:

To establish the policy for effecting repairs to apparatus.

I. RESPONSIBILITIES

The Apparatus Section is responsible for the general mechanical repair and maintenance of Fire and Rescue Department apparatus. The vehicle coordinator will schedule all routine and emergency repairs during normal business hours. Outside of normal business hours or when the vehicle coordinator is unavailable, the duty apparatus officer can be contacted via pager @ 703-612-7700. This pager number is posted at all Fire and Rescue Stations and it is listed on the Altaris duty roster pages and the staff locator. The duty apparatus officer and vehicle coordinator will maintain the status of all reserve apparatus.

II. REQUESTS

A. If vehicle repairs, towing, or other assistance is required, the appropriate battalion chief or division head shall be notified. The battalion chief or division head will then contact the vehicle coordinator or authorize the station officer to do so. If the vehicle coordinator cannot be reached, then the duty apparatus officer shall be contacted. The vehicle coordinator or the duty apparatus officer will decide what action will be taken.

B. If the need exists to place volunteer-owned reserve apparatus in service, the station officer from the lending station shall advise the appropriate volunteer chief or designated volunteer contact.

C. Requests for repairs should not routinely be funneled through the uniformed fire officer (UFO). The UFO should only be contacted if there is a failed or a delayed response from the duty officer.

III. TRANSFER REQUIREMENTS

The station officer is responsible for ensuring that the reserve vehicles leaving the station are checked prior to loan. This shall include mechanical and operational condition. The requirements and procedures for reserve apparatus is outlined in SOP 03.06.08, Acquiring Apparatus from the Reserve Apparatus Storage Facilities.
IV. REPAIRS AFTER HOURS

A. Should it become necessary to seek repairs or assistance outside of normal duty hours, the battalion chief will first evaluate the urgency of the need. Some repairs and/or requests for assistance are not considered urgent. The situations in which apparatus becomes disabled and require immediate repairs or assistance include, but are not limited to:

1. The location of the apparatus or vehicle is outdoors and exposed to the environment.
2. The apparatus is essential and of limited quantity, such as rescues and aerials.
3. The apparatus is essential and no reserve or backup unit is available.

B. It shall be the responsibility of the battalion chief to determine the urgency and if deemed necessary, have the station officer make the appropriate after-hours contact with the duty apparatus officer.

V. PRIVATE VENDORS

When Department of Vehicle Services (DVS) assistance is unavailable, it may become necessary to use private vendors for service or repairs. Only the duty apparatus officer can approve the use of a private vendor. Any service tickets or invoices left behind by the private vendor shall be immediately faxed to the Apparatus Section with original forwarded via courier mail to the vehicle coordinator.

VI. REQUESTS FOR SPECIAL ASSISTANCE FROM APPARATUS SECTION

A. Typically, the Apparatus Section is contacted to assist in any number of different projects or events. In an effort to fully understand the level of support each request will require, and to properly identify which section or division will be fiscally responsible, all requests for Apparatus Section support shall be routed using the following procedure:

1. Each request for support shall be submitted using the “Request for Apparatus Support.”
2. E-Form which is available on the FRD intranet under: Services – E-Forms Online.
3. Prior to submission, each request shall be approved by the work location, section, or division supervisor.
4. Certain circumstances will require that the requestor identify funding codes; these codes may be required for any combination of parts, materials and/or labor.
5. An Apparatus Section staff member will then contact the requestor with a disposition.
6. Apparatus Section staff shall then coordinate with Apparatus Shop personnel and develop a tentative schedule.
B. Typically, the range of requests includes, but is not limited to:

1. Modifications to Fabrication.
2. Participation in Special Events.
3. Participation in Special Projects.
4. Use of Specialized Tools, Resources, and/or Vehicles.
5. Use of Shop Facilities.
6. Apparatus.
PURPOSE:

To categorize and to describe appropriate apparatus emergency response procedures to follow that will enhance safety and minimize risk to personnel and the public.

I. POLICY

All department personnel shall observe the following response categories and pertinent restrictions when responding to incidents and other requests for assistance. It shall be noted that the use of any emergency warning device is restricted to those vehicles recognized by the Fire Chief as official Fire and Rescue Department vehicles. The safe arrival of personnel and apparatus at the incident scene is the department’s top priority. All personnel responding to incidents and other requests for assistance shall be fully seat belted and shall abide by the procedures outlined in SOP 02.03.04, Personnel Safety.

A. Priority 1

Department personnel shall:

1. Respond with due caution while using all emergency warning devices and headlights.

2. Adhere to all statutes governing emergency vehicle response, as well as to the following procedures:

   a. The maximum speed of any vehicle during an emergency response shall be governed by “due regard” for the safety of other motorists, traffic conditions, weather conditions, etc. However, the maximum speed shall not exceed 15 mph above the posted speed limit. When there is a posted advisory sign warning of an unsafe road condition (Right Curve – 20 mph) the vehicle’s speed shall not exceed the advisory speed.

   b. All apparatus shall come to a complete stop at all stop signs and all traffic signals that are reflecting red in their direction of travel. The traffic shall be checked in all directions prior to proceeding through the intersection with due caution.
c. The maximum speed through any traffic-controlled intersection in which the vehicle has the right of way (i.e., green light, blinking yellow light, etc.) shall be the speed limit of the street involved. For example, a 30-mph speed limit on a street may be exceeded if conditions permit. However, when encountering an intersection with the right of way, the speed of the responding apparatus shall be no more than 30 mph.

d. A vehicle that is responding in a Priority 1 mode and encounters a school bus with flashing red lights shall come to a complete stop, unless it is responding in the opposite direction of the bus on a divided highway. The vehicle may proceed once the bus driver has cleared the roadway of children, turned off the flashing lights, and waved the vehicle through.

e. A vehicle that is responding in a Priority 1 mode and encounters an unguarded railroad grade crossing shall come to a complete stop. The driver shall ensure that it is safe to proceed before crossing the railroad track(s). Drivers also shall use caution when approaching and crossing any guarded railroad crossing. Under no circumstances shall any Fire and Rescue Department vehicle proceed around gates that are closed at a railroad crossing.

B. Priority 2

1. Department personnel shall:
   a. Respond in a non-emergency mode without warning devices.
   b. Adhere to all statutes governing the operation of motor vehicles in the jurisdiction where the vehicle is being operated.

2. Response for public service calls, to include stalled elevators where no medical emergency is reported, shall be considered Priority 2 unless otherwise indicated or directed.

3. Patients shall be carefully evaluated before the mode of transport is decided. Priority 1 transports should be limited to patients in need of rapid medical intervention to prevent death or address serious medical needs. All other patients shall be transported Priority 2.

II. INCIDENT COMMANDER'S RESPONSIBILITY

A. In the event that more than one piece of apparatus is dispatched to an incident, it shall be the responsibility of the incident commander to determine the response priority of all other incoming apparatus as soon as possible.

B. When the situation reported by the first arriving unit via radio is of a non-urgent nature ("nothing showing," "patient breathing," etc.), the incident commander may advise the
remaining responding units to proceed in a Priority 2 mode, depending on the situation and conditions found.

C. At the discretion of the incident commander, different response priorities may be assigned to different incoming units. For example, if the incident commander identifies the need to have the roof checked as soon as possible on an incident, he or she may direct the first-due truck company to continue to the scene Priority 1 and all other units to proceed to the scene Priority 2.
It is the responsibility of the driver of each Fire Department vehicle to drive safely and prudently at all times. Vehicles shall be operated in compliance with the Arizona Motor Vehicle Code. This code provides specific legal exceptions to regular traffic regulations, which apply to Fire Department vehicles only when responding to an emergency incident or when transporting a patient to a medical facility. Emergency response (Code 3) does not absolve the driver of any responsibility to drive with due caution. The driver of the emergency vehicle is responsible for its safe operation at all times.

**Code 3 Driver and Co-Driver**

Engine, ladder, ladder tenders, and rescues should have 2 PFD members in the front seats of the apparatus whenever possible while responding Code 3. The driver is responsible for operating the vehicle safely. The Co-driver is responsible for being a second set of eyes and ears anytime a unit is responding Code 3. Driver and Co-drivers must be focused on intersection management any time a PFD vehicle enters into an intersection Code 3.

Intersection management requires the Drivers and Co-drivers undivided attention. The Co-driver in addition to the Driver should be accounting for clearance in all traffic lanes, accounting for all pedestrian traffic and announce if it is clear or not clear to proceed.

**Mobile Computer Terminal Enhancements**

Accurate response codes will be displayed on the MCT, if no response code is designated, the response will be Code 2 unless directed by a company officer. Officers and rescue attendants must press the correlating response code button on the MCT.

**BLS Medical Incidents**

Response codes for all engines, ladders, ladder tenders and rescues will be determined by the company officer based on information received from alarm, time of day, traffic conditions, weather conditions and other factors. Rescue units will respond Code 2; **they do not have the authority to upgrade their response to Code 3 unless directed by the responding or on scene company officer**. When a rescue is the “first due” unit on a BLS incident they will respond Code 2 unless directed to upgrade to Code 3 by the responding company officer. Rescue crews should keep the responding company officer appraised (by radio) of excessive time delays or other conditions that may warrant an upgrade to Code 3.

**ALS and BLS Medical Incident Transport**

Response codes for rescue units during patient transport will be established by the on-scene company officer prior to the rescue unit leaving the scene. If the on-scene officer determines that a Code 3 transport is required, the officer should make every reasonable effort to have a crewmember in the co-driver position. The MCT Code LV3 should be entered.

In the event a rescue must change the response status from Code 2 to Code 3 while enroute to a medical facility, the senior member should make every effort to reassign available personnel to the co-driver position and rapid notification should be made to the Alarm Room.
When responding Code 3, warning lights must be on and sirens must be sounded to warn drivers of other vehicles, as required by the Arizona Motor Vehicle Code.

The use of sirens and warning lights does not automatically give the right-of-way to the emergency vehicle. These devices simply request the right-of-way from other drivers, based on their awareness of the emergency vehicle presence. Emergency vehicle drivers must make every possible effort to make their presence and intended actions known to other drivers, and must drive defensively to be prepared for the unexpected inappropriate actions of others.

Fire Department vehicles are authorized to exceed posted speed limits only when responding Code 3 under favorable conditions. This applies only with light traffic, good roads, good visibility and dry pavement. Under these conditions a maximum of 10 mph over the posted speed limit is authorized.

Under less than favorable conditions, the posted speed limit is the absolute maximum permissible.

When emergency vehicles must travel in center or oncoming traffic lanes, the maximum permissible speed shall be 20 mph.

Intersections present the greatest potential danger to emergency vehicles. When approaching and crossing an intersection with the right-of-way, drivers shall not exceed the posted speed limit.

When emergency vehicles must use center or oncoming traffic lanes to approach controlled intersections, (traffic light or stop sign) they must come to a complete stop before proceeding through the intersection, including occasions when the emergency vehicle has green traffic lights.

When approaching a negative right-of-way intersection (red light, stop sign) the vehicle shall come to a complete stop and may proceed only when the driver can account for all oncoming traffic in all lanes yielding the right-of-way.

Code 3 response is authorized only in conjunction with emergency incidents. Unnecessary emergency response shall be avoided. In order to avoid any unnecessary emergency response, the following rules shall apply.

- When the first unit reports on the scene with "nothing showing" or an equivalent report, any additional units shall continue Code 3, but shall not exceed the posted speed limit.
- The first arriving unit will advise additional units to respond Code 2 whenever appropriate.

Drivers shall avoid backing whenever possible: Where backing is unavoidable, spotters shall be used. If no spotter is available, the driver shall dismount and walk completely around apparatus to determine if obstructions are present before backing.

All City of Phoenix employees are required to use seat belts at all times when operating a City vehicle equipped with seat belts. Anyone riding as a passenger/attendant in a City vehicle is also required to use seat belts; i.e., rescue, engine, ladder, utility, service van, staff vehicle, etc. The Company Officer/driver of the vehicle will confirm that all personnel and riders are on-board, properly attired, with seat belts on, before the vehicle is permitted to move.
All personnel shall ride only in regular seats provided with seat belts. Riding on tailboards or other exposed positions is not permitted on any vehicle at any time.

During an emergency response, fire vehicles should avoid passing other emergency vehicles. If passing is necessary, permission must be obtained through radio communications, using the communications order model.

The unique hazards of driving on or adjacent to the fire ground requires the driver to use extreme caution and to be alert and prepared to react to the unexpected.

Drivers must consider the dangers their moving vehicle poses to fire ground personnel and spectators who may be preoccupied with the emergency, and may inadvertently step in front of or behind a moving vehicle.

When stopped at the scene of an incident, vehicles should be placed to protect personnel who may be working in the street and warning lights shall be used to make approaching traffic aware of the incident. At night, vehicle mounted floodlights and any other lighting available shall be used to illuminate the scene. All personnel working in or near traffic lanes shall wear high visibility vests.

If it is not necessary to park vehicles in or near traffic lanes, the vehicle should be pulled off the road to parking lots, curbs, etc., whenever possible.

The officer in charge or driver of the vehicle is responsible for the safety of all vehicle operations and managing compliance of this procedure.

**Emergency Response Policy**

Phoenix Fire Department vehicles shall be operated in a manner that provides for the safety of all persons and property. Safe arrival shall always have priority over unnecessary speed and reckless driving enroute to an emergency incident.

**Prompt, Safe Response Shall be Attained by:**

1. Leaving the station in a standard manner:
   - quickly mounting apparatus
   - all personnel on board, seated and belts on
   - station doors fully open

2. Driving defensively and professionally at reasonable speeds.

3. Knowing where we are going.

4. Using warning devices to move around traffic and to request the right-of-way in a safe and predictable manner.
Fast Response Shall Not Be Attained By:

1. Leaving quarters before crew has mounted safely and before apparatus doors are fully open.

2. Driving too fast for conditions.

3. Driving recklessly or without regard for safety.

4. Taking unnecessary chances with negative right-of-way intersections.

5. Intimidating or scaring other drivers.

Emergency Response Criteria

1. Maximum 10 mph over posted speed limit.
2. Traveling in center or oncoming traffic lanes, 20 mph maximum.
3. Traveling in center or oncoming traffic, complete stop at all traffic lights/stop signs.
4. Posted speed limit when entering intersections with green light.
5. Complete stop at all red lights, stop signs.
PURPOSE:

To establish the procedures for requesting repairs to small equipment.

I. PREFACE

The Resource Management Section has the responsibility for handling all repairs of firefighting equipment listed on the on-line ordering system, as well as other equipment procured through the Fire and Rescue Department's budget, including grants and donations.

II. PROCEDURES

When repairs are required, the following procedures shall be followed.

A. Items to be repaired shall be returned to the Logistics Distribution Center (LDC) via Service One.

B. The supervisor or shift commander shall have a Request for Repairs, FRD-084 (four-part carbon), completed for each item needing repair.

1. On the line requesting location, the two-digit station number shall be entered followed by a dash and a three-digit number starting with 001. Locations other than fire and rescue stations shall utilize the following prefixes preceding the three-digit number: Academy - TA, Administration - AD, Operations - FF, Prevention - FM, Support Services - SS, and Occupational Health and Safety Division - OHSD. Beginning July 1 of each year, the numerical sequence shall start with 001. This numbering system shall be used for all repairs except vehicle repairs.

C. Items to be repaired shall be as clean as possible.

D. All broken parts or pieces shall be returned with the item. If there are small pieces or broken parts, they shall be put in a box or bag and attached so that they will not get lost or separated from the item.
E. A brief description shall be noted on the four-part FRD-084, explaining the problem and/or outlining the work required.

F. The white and yellow copies of the FRD-084 shall be attached to the item. The golden rod copy shall be retained at the requesting location (i.e., a station), and the pink copy may be discarded.

G. After the item has been repaired, it shall be returned with its yellow copy to the requesting location. This yellow copy of the FRD-084 shall be maintained in the files at the requesting location.

H. If the item is surveyed, the yellow copy shall be so noted and returned to the requesting location. When an item is declared surveyed, staff from the requesting location shall:

1. Complete a Property Loss Notice (Risk-03) form and submit it to the Property Auditor in the Resource Management Section. The Risk-03 must contain enough documentation to allow the Resource Management Section to file for a claim. All losses should relate to a date, time, location of the loss, and any events surround the loss or damage. If loss is related to an incident, then the incident number and address must be documented. If the loss is related to training, a brief explanation must be documented.

2. Place an order for the replacement item utilizing the on-line ordering system.
It is the policy of the Phoenix Fire Department to provide its members with protective clothing and equipment to safeguard them from injury when involved in Fire Department activity. The protective clothing and equipment shall be appropriate for the various activities and services the Fire Department members may provide.

The purpose of this procedure is to establish a system to regularly inspect protective clothing and equipment assigned to its members, and to set standards for the maintenance of these items.

This inspection is intended to assure that all personnel are provided with a complete set of protective clothing and equipment, maintained in safe and functional condition.

Protective clothing inspections will use the following inspection criteria to evaluate the condition of protective clothing. Each item will be rated in at least one of the five categories:

- Satisfactory
- Clean
- Repair
- Replace
- Missing Item

Protective clothing and equipment items to be inspected are included on Protective Clothing Inspection Report form 92-5D. Any issued item not listed on form 92-5D shall be written in on the form in the blanks provided.

The Fire Safety Section is responsible for management of the protective clothing and equipment inspection program. The Safety Section will designate a Safety Officer to conduct the inspections. Protective clothing inspections will be conducted at least two (2) times annually. A more frequent inspection may be conducted anytime by the Battalion Chief or company officers.

The Battalion Chiefs are responsible for the management of protective clothing and equipment inspections and adherence to requirements in their designated battalions.

The inspecting officer shall verify proper fit of turnout coats and pants while the clothing is actually being worn by the firefighter when conducting the inspection. Protective hoods shall be inspected with SCBA facepiece in place and hood on to verify proper fit and coverage of all facial and neck skin surfaces.

Each member of the Fire Department is responsible for inspecting his/her protective clothing daily, as well as for the cleaning, care and maintenance of all issued protective equipment. The individual member is responsible for obtaining repairs or replacement items, when needed, by following established Resource Management procedures.

Resource Management will issue, repair and clean all protective clothing and equipment as required. At least two (2) times a year Resource Management will schedule for the cleaning of all structural protective clothing. The picking up and returning of the gear will be coordinated by Resource Management.

Protective Clothing Inspection Reports will be filled out for each scheduled inspection. The completed form will be signed by the safety officer designee or the Battalion Chief. A copy will be kept on file at the District Commander's office for 12 months, and the original will be sent to the Safety Office for filing.
The inspecting officer will determine the time allowable for correction of any deficiency. This shall not exceed 7 days in any circumstance. Protective clothing or equipment that will not provide adequate protection shall be replaced immediately. Personnel will not be permitted to engage in operations in the absence of, or with seriously deficient, protective equipment.

Protective equipment needing replacement will be exchanged with Resource Management at the earliest opportunity. The inspecting officer may have certain replacement items to issue immediately. A Divisional Service/Supply Request (DSR) shall be prepared and signed by the inspecting officer and processed through the appropriate District Commander's office for replaced or repaired items.

Missing items require a Lost, Stolen or Damaged Report, in addition to a DSR for replacement or repair.

Only protective clothing issued or approved by the Phoenix Fire Department shall be worn. Protective clothing will not be modified without the approval of the Safety Officer.

HELMETS

Helmets shall be maintained reasonably clean with proper company numbers in place. Faceshield, chin strap, ear flaps and suspension shall be in good condition.

Cleaning:
1. Helmets should be cleaned with hot tap water and mild (household) detergent.
2. The following is a list of additional cleaning materials which can be used to remove stubborn dirt and smoke stains:
   - Isopropyl alcohol (rubbing alcohol)
   - Windex (regular, not ammoniated)
   - Dishwashing detergent
   - Dupont Wash-wax
   - Jeweler’s polish for faceshield scratches
3. Do not use other materials such as strong (industrial strength) detergents, solvents, petroleum products, etc. These will damage the shell and faceshield, and reduce the protective capability of the helmet.

Repair:
1. Missing nuts faceshield adapters.
2. Faceshield excessively scratched.
3. Chin strap and assembly broken or torn.
4. Helmet liner worn, shredded, split, cracked or blistered.
5. Webbed suspensions broken.
6. Company numbers missing or wrong.
Replace:
1. Severely stained or split facepiece.
2. Helmet with visible cracks.
3. Helmet which is warped or bubbled from exposure to heat.
4. Helmet which has been exposed to mist or fumes which are known to weaken polycarbons.

**NOTE:** All items constructed from thermoplastics are susceptible to ultraviolet and chemical degradation. When the helmet loses its surface gloss and the surface begins to flake away, this chemical degradation has occurred. During inspections, helmets will be checked for these conditions and the shell will be replaced immediately if they are evident.

**PROTECTIVE HOOD**
Cleaning--use warm water and any mild detergent.

Replace:
1. Hoods that have holes or tears in them.
2. Hoods which are not Fire Department approved.
3. Hoods stretched out of shape and/or do not provide coverage of all face or neck skin surfaces.
4. Hoods that have burn discoloration.

**PERSONAL IDENTIFICATION NAME TAGS**
The personal identification name tags will be checked. Obtain or replace missing or damaged name tags. Five tags per firefighter is required.

**GLOVES**
Cleaning--use warm water and mild detergent.

Replace:
1. Stiff or rigid gloves.
2. Stitching worn or rotten.
3. Glove insulation is worn through.
4. Leather split.
5. Gloves with holes or tears in them.
6. Gloves that do not fit properly.
7. Gloves which are not Fire Department approved.

**TURNOUT COAT & PANTS**
Cleaning:
1. Liners and shell can be washed with mild detergent.
2. Heavily soiled spots can be removed with general spot cleaners.
Repairs:
1. All repairs requiring stitching must be made with Nomex thread.
2. Broken snaps.
3. Rivets pulled loose from fabric and from the objects they secure.
4. Suspenders, snaps, and leather eyes which are broken or elongated.
5. Stitching missing.
6. Holes or rips in shell of garment.
7. Frayed or worn collars.
8. Ripped liners.
9. Reflective stripes which are burned, cracked, melted or torn.
10. Wristlets that are torn or stretched.

Replace:
1. Coats and pants on which the stitching is damaged beyond repair.
2. Coats and pants on which the fabric is worn through.
3. Coats and pants soiled to the point they cannot be cleaned, or saturated with oil, tar, etc.
4. Coats with charring or evidence of other fire damage.
5. Improper fitting coats - i.e. sleeves too short.

BOOTS
Inspect the rubber boots that are part of the turnout pants.

Replace:
1. Boots that are severely cracked.
2. Boots with any holes in them.
3. Improper fitting boots.
4. Obvious excessive tread wear.

FLASHLIGHT
Each firefighter's flashlight shall be checked for operation. Flashlights that do not work will be replaced or repaired.
# Phoenix Regional Standard Operating Procedures

## Protective Clothing Inspection Program

**M.P. 206.06 12/95-R Page 5 of 5**

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### Phoenix Fire Department Safety

**Protective Clothing Inspection**

<table>
<thead>
<tr>
<th>NAME</th>
<th>DATE</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DISTRICT/COMPANY</th>
<th>RANK</th>
<th>SHIFT</th>
</tr>
</thead>
</table>

- ✔ Satisfactory
- R Repair
- C Clean
- M Missing Item (LSD Requested)
- X Replace

---

### Firefighting Equipment:

<table>
<thead>
<tr>
<th>Equipment</th>
<th>SET 1</th>
<th>SET 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helmet</td>
<td></td>
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</tr>
<tr>
<td>Outershell</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faceshield</td>
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</tr>
<tr>
<td>Inner Shell</td>
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<tr>
<td>Coat</td>
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<td>Outershell</td>
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<td>Boots</td>
<td></td>
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<tr>
<td>Gloves</td>
<td></td>
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<tr>
<td>Hoods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flashlights</td>
<td></td>
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</tr>
</tbody>
</table>

### Brush Equipment:

<table>
<thead>
<tr>
<th>Equipment</th>
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</thead>
<tbody>
<tr>
<td>Brush Jacket</td>
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<td>Brush Boots</td>
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<tr>
<td>Brush Pants</td>
<td></td>
<td>Eye Protection</td>
</tr>
<tr>
<td>Head Cover &amp; Hoods</td>
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### EMS Equipment:

<table>
<thead>
<tr>
<th>Equipment</th>
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<tbody>
<tr>
<td>Fanny Pack</td>
<td></td>
<td>Mask</td>
</tr>
<tr>
<td>Eye Protection</td>
<td></td>
<td>Gloves</td>
</tr>
<tr>
<td>Gown</td>
<td></td>
<td>Sleevelets</td>
</tr>
</tbody>
</table>

**NOTE:** Are all items properly marked or stenciled?  YES □ NO □

### Remarks

---

**Evaluating Officer Signature**

**Employee Signature**

---

**DISTRIBUTION:** WHITE = SAFETY  YELLOW = DISTRICT  PINK = EMPLOYEE

---

**6182100099 : CP**
PURPOSE:

To ensure that members utilize proper protective clothing, which includes Structural Firefighting or Special Operations Personal Protective Equipment (PPE).

I. INITIAL RESPONSE

A. Upon receipt of a dispatch, personnel shall don the appropriate PPE in anticipation of a “worst-case scenario.” The level of protection can only be reduced after an on-scene assessment of the situation.

B. There will be times when units are dispatched to a call while they are available on the radio. If personnel are not wearing the proper protective clothing for the “worst-case scenario” the driver must pull the vehicle to a safe location, allow personnel to don protective clothing, and then shall respond to the incident.

II. STRUCTURAL FIREFIGHTING PPE

A. Structural Firefighting PPE shall be worn by all personnel when they are engaged in fire suppression activities or when they encounter an Immediate Danger to Life and Health (IDLH) environment or a potential IDLH condition.

B. Self-contained breathing apparatus (SCBA) shall be donned and personnel shall be “on air” when entering any IDLH or potentially IDLH environment. The removal of SCBA will occur only after atmospheric monitoring indicates conditions are safe. Safe conditions include less than 10 ppm (parts per million) of carbon monoxide and the absence of visible smoke.

C. When operating during hot weather conditions or non-IDLH conditions, the incident commander has the option of reducing the level of PPE by allowing personnel to remove select items of their Structural Firefighting PPE or switch to Special Operations PPE.

D. Personnel shall not be required to wear Structural Firefighting PPE en route to or at the scene of a medical emergency or public service call where a hazardous condition or
exposure is not expected. All personnel shall have the complete Structural Firefighting PPE with them on the apparatus.

E. Personnel responding to a suppression-related incident in an EMS unit may delay donning the Structural Firefighting PPE ensemble until after they arrive at the scene.

III. SPECIAL OPERATIONS PPE

A. Special Operations PPE is prohibited in situations where Structural Firefighting (PPE) or chemical/biological PPE affords a higher level of protection. When the level of protection for an incident is Structural Firefighting PPE, no component of the Special Operations PPE may be substituted.

B. The Special Operations PPE is intended to be worn as incident work clothing and may be worn on extrication incidents, EMS incidents, brush fires, and other non-IDLH incidents. Special Operations PPE may be used on Technical Rescue IDLH incidents that do not have thermal implications or flash potential.

C. The Haix boots that are issued as part of the Special Operations PPE shall not be worn as a replacement for the station work shoe. The Haix boots shall only be worn with the Special Operations pants.

IV. FIELD INSPECTION PROGRAM

A. Each individual shall be responsible for ensuring their PPE meets department standards and shall report any discrepancies to their shift leader.

B. Shift leaders shall perform monthly inspections and record them in the logbook. Volunteer chiefs are responsible for ensuring volunteer PPE is inspected on a regular basis. The following items shall be inspected:

1. Structural turnout coats
2. Structural turnout trousers
3. Firefighting gloves
4. Helmet (including inner liner and goggles)
5. Firefighting boots
6. Protective hood
7. Suspenders
8. Hearing protection
9. Personal Infection Control (PIC) kits (inventory listed in the Exposure Control Plan)
10. Scott face mask, regulator, and mask bag
11. Structural PPE bag
12. All components of Special Operations PPE (if issued) and PPE bag
13. All components of EMS-only PPE

All PPE shall be inspected for barcodes with the exception of items 7 and 8.
C. PPE that is damaged, fits improperly, or is not barcoded shall be replaced immediately. If the shift leader finds that an employee's PPE is in such a condition as to pose an unacceptable hazard to the employee or does not fit properly, the shift leader shall direct the employee to the Personal Protection Equipment Center (PPEC), so the employee can be fitted and the PPE can be inspected and replaced, if needed.

V. STANDARDS FOR PROTECTIVE CLOTHING

A. Only PPE issued by the Resource Management Section of the Fairfax County Fire and Rescue Department is allowed to be worn. All PPE that is issued by Resource Management is bar-coded.

B. No alterations of any type will be allowed. Altering PPE may negate the National Fire Protection Association (NFPA) third-party certification and is a violation of this Standard Operating Procedure (SOP).

C. Personnel who are injured while wearing PPE not issued by the Resource Management Section may have their worker’s compensation injury claim denied. This denial does not have to be a direct result of the non-issued PPE.

D. Coat and Trousers

1. The protective coat and trousers shall be kept free of hydrocarbons, dirt, and other substances.

2. All reflective trim shall be fastened with aramid thread, allowing for clear visibility of all exterior surfaces.

3. All components of the coat and trousers shall be in place and in good working order, including the following components:

   a. Zippers, Snaps, and Velcro\textsuperscript{TM} fasteners.
   b. Wristlets and water-well.
   c. Inner liners - designed to be permanently attached to the clothing.
   d. Suspenders.

4. Names shall be clearly displayed on all structural coats, unless loaner gear is being utilized.

E. Helmets

1. Helmets shall be kept clean and all reflective trim shall be in place.

2. Helmets shall be affixed with the proper shield, indicating the correct rank of the wearer.
3. The helmet shall be kept free of any unauthorized decals or other markings. The helmet shall be free of any structural damage, including cracks (not paint cracks), melting, or punctures. The inner liner shall be in place and free of damage, dirt buildup, hydrocarbons, or any other substance.

4. The Phenix Leather Helmet will be the primary helmet. The helmet’s goggles should be stored in the coat or pants pocket. The Phenix Leather Helmet shall not be worn during training fires; the employee should switch to their Cairns Helmet during this training. The helmet brim should not be altered in any way.

F. Gloves

1. Firefighting gloves shall be free of damage due to cuts, punctures, heat, or acid-initiated decomposition. Firefighting gloves shall be kept clean and free of dirt, hydrocarbons, or other substances.

2. The inner liner shall be in place and attached at the fingertips.

3. Currently, Shelby and Ringers gloves are the only extrication gloves approved by the Safety and Personnel Services Division. Any other extrication gloves must be approved in writing by the Shift Safety Officer (SAFO). An individual requesting approval of extrication gloves shall contact their assigned SAFO and arrange for inspection of the gloves. Approval shall be granted in writing with copies provided for the employee’s station file and the original will be filed in the field safety officer’s work location.

G. Protective Hoods

1. Hoods shall be kept clean and free of hydrocarbons, dirt, or other substances.

2. Hoods shall be checked for holes, burns, or loss of elasticity.

H. Firefighting Boots

1. Leather areas shall be maintained free of contaminants. Color and leather condition shall be maintained through use of good quality shoe/boot polish. Care should be taken to avoid getting polish in the GORE-TEX® panel.

2. The sole shall not have excessive wear, so as to ensure appropriate traction.

3. Boots shall not have tears, rips, or punctures in the GORE-TEX® panels or leather areas.

4. Devices such as rings, rawhide, or strings are prohibited from being used in zippers. Use of these items could lead to malfunction of the zipper.
VI. STATION MAINTENANCE OF PPE

A. The wearing of any PPE in any living space within any fire and rescue station is prohibited; this includes day rooms, bunk rooms, kitchens, offices, etc.

B. PPE shall not be folded or stored while they are wet. The action of some chemicals under these conditions increases the corrosion rate of the fabrics. PPE should be hung until they are dry, before they are stored in gear racks.

VII. STATION CLEANING OF PPE

A. Coat, Pants and Boots

1. Place on a hard surface, such as a clean cement floor, with the lining side down (coat and pants).

2. Spot clean extremely soiled areas.

3. Using detergent and cold water, clean coat with a soft brush or cloth.

4. Rinse thoroughly, and hang to dry in a dark open area with adequate circulation.

B. Protective Hood, Earlaps and Gloves

1. Can be washed in a washing machine using laundry detergent and warm water.

2. Dry on low heat in clothes dryer.

VIII. PERSONAL PROTECTIVE EQUIPMENT CENTER (PPEC)

A. The PPEC will handle all PPE issues, including maintaining, cleaning, repairing, inspecting, sizing, surveying, altering, and issuing loaner equipment.

1. Unscheduled Repairs, Evaluation, and Cleaning of PPE, and PPE Fittings (sizing)

a. PPE in need of repair, non-contaminated cleaning, and evaluation outside of the scheduled cycle may be sent via Service One or dropped at the PPEC. A FRD-33 shall be attached to the PPE bag and shall contain the following information:

   (1) FRD Employee identification number (EIN), station number, and name.

   (2) Description of services needed.

   (3) Any personnel needing to be sized due to gear fitting improperly shall follow Section IV.C of this SOP.
b. Employees must come to the PPEC for all PPE sizing, alterations and issue. It is imperative that the entire ensemble interface properly. If it is not possible for an employee to get to the PPEC for PPE measurement, one hour of compensation will be provided for an employee to go on his or her off-duty time.

2. Loaner Equipment
   a. All loaner equipment shall be requested ten days in advance, unless it is an emergency. Loaner gear can be requested through the Loaner Gear Request Form at Online Services / Personal Protective Equipment.
   b. In an emergency or after-hours, the duty safety officer will make the appropriate arrangements for the employee to receive the loaner equipment.

B. Ordering Personal Protective Equipment
   1. Online Order System
      a. Work gloves, eye protection helmet decals and suspenders, may be ordered through the online ordering system.

IX. HAZARDOUS MATERIAL CONTAMINATION

A. Handling Contaminated Gear
   1. All PPE should be double bagged. The outside bag should be red to indicate proper protective equipment should be worn before handling contaminants.
   2. The bag should be marked with an FRD-33.
   3. The PPEC and SAFO shall be notified of the situation.
PURPOSE:

To provide guidelines for the issue of uniforms and equipment.

I. PREFACE

All clothing and related equipment issued to uniformed and civilian personnel are the property of Fairfax County.

II. CAREER PERSONNEL

A. Proper Fit

Personnel shall ensure that their uniforms fit properly at the time of issue.

B. Replacement

If work uniforms have been surveyed and it is determined by the battalion chief, safety officer, or section head that a replacement is required, the following procedures shall be followed:

1. The online ordering database shall be utilized by the assigned person for ordering uniforms at the specific location.

2. The uniform to be replaced or surveyed shall be made accessible for pickup by Service One or the Logistics Distribution Center.

3. All uniforms returned to the Logistics Distribution Center for replacement, or because of retirement or early separation, shall be clean and accompanied by a Supply Request/Supply Return Form, FRD-008.

4. For emergency replacement of Structural Firefighting Personal Protective Equipment (PPE) during regular working hours, contact the Personal Protective Equipment Center (PPEC). After hours, contact the Department of Public Safety Communications (DPSC) for the Duty Logistics person.
C. **Termination of Employment (including Voluntary Separation)**

In the event that an employee is terminated from the department, all of the employee's clothing and equipment shall be returned to the Resource Management Section in clean condition. An audit of returned equipment will be performed and documented. Under no circumstances shall an employee who is leaving the department exchange items or equipment issued by the department with other employees.

D. **Retired Department Members**

The Class A Uniform with appropriate brass, may be retained by retirees with 20 years or more of creditable service or service connected disability. Retirees may wear the uniform at functions when it is desirable to designate themselves as retirees of the Fire and Rescue Department.

E. **Basic Field Issue**

<table>
<thead>
<tr>
<th>Article</th>
<th>Quantity</th>
<th>Life Expectancy (years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Badge, Breast</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Badge, Cap</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Collar Pins, F.C.F.D.</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Insignia</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Bar, Tie</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Nameplates</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Shirts, Blue Long-Sleeve Class A</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Shirts, Blue Short-Sleeve Class A</td>
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</tr>
<tr>
<td>Shirts, Blue Nomex Long-Sleeve</td>
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<td>Shirts, Blue Nomex Short-Sleeve</td>
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<tr>
<td>Shirts, Polo Long-Sleeve</td>
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</tr>
<tr>
<td>Shirts, Polo Short-Sleeve</td>
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<td>2</td>
</tr>
<tr>
<td>Pants, Blue Work, Fire Retardant</td>
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<tr>
<td>Coveralls, Long-Sleeve</td>
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</tr>
<tr>
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<tr>
<td>Jacket, Blue, Field</td>
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</tr>
<tr>
<td>Shoes, Work</td>
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<td>2</td>
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<tr>
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<tr>
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<tr>
<td>Tie, Black</td>
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<tr>
<td>Helmet with Goggles</td>
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<td>7</td>
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</tbody>
</table>
Command officers and their respective aides (battalion chiefs, assistant chiefs, deputy chiefs, uniformed section heads, DPSC fire officers, EMS captains, safety officers) shall receive:

<table>
<thead>
<tr>
<th>Article</th>
<th>Quantity</th>
<th>Life Expectancy (years)</th>
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</thead>
<tbody>
<tr>
<td>Shirts, White Long-Sleeve</td>
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<td>2</td>
</tr>
<tr>
<td>Shirts, White Short-Sleeve</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>T-Shirts, White</td>
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<td>Badge, Breast</td>
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<tr>
<td>Jacket, Blauer, or</td>
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<tr>
<td>Field Jacket for Operations</td>
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<td></td>
</tr>
<tr>
<td>Personnel (EMS Captains, BC’s, DC’s, and DC aides)</td>
<td>1</td>
<td>7</td>
</tr>
</tbody>
</table>

**F. Other Divisions**

All divisions of the Fire and Rescue Department not designated above shall be issued uniforms based on concurrence with the respective assistant chief.

**G. Promotional Issue - Clothing, Badges and Insignias**

The individual being promoted shall report to the Resource Management Section in person to return present issue and receive his or her new issue. All Structural Firefighting PPE shall be completed at the PPEC. No new items shall be issued until the present issue is either returned, or the department is reimbursed for non-returned items. Individuals promoted may retain one badge of their previous rank if so desired.
III. VOLUNTEER PERSONNEL

A. Policy

In order to promote uniformity, standardization, and cost-effectiveness, the Fire and Rescue Department is making the resources of the Logistics Branch available to volunteer personnel. Volunteers shall be able to purchase selected articles of uniform clothing through county contract. Volunteer members that are fully certified for operational activities may wear the Fire and Rescue Department patch in addition to their respective Volunteer Company patch. The Fairfax County Fire and Rescue Department patch shall be worn on the left shoulder with the Volunteer Company patch on the right shoulder in accordance with Standard Operating Procedure 03.01.03, III. E, Uniforms.

B. Eligibility to Purchase Uniform Clothing

Members of recognized volunteer fire companies within the Fairfax County Fire and Rescue Department are eligible to purchase uniform clothing under this procedure, providing the following conditions are met:

1. They have completed the prescribed probationary period specified by the volunteer company.
2. They are currently members in good standing.
3. They have obtained the required authorization for purchase from the appropriate volunteer officer.

C. Items Authorized for Purchase

The following items are authorized for purchase by volunteer personnel:

- Uniform Shirts - Light Blue; White, Long- and Short-Sleeve
- Blue Dress Pants – Year Round Weight
- Blue Dress Blouse – Year Round Weight
- Blue Work Pants
- Uniform Dress Cap
- Cap Rain Cover
- Uniform Necktie
- Shoes, Work, High Gloss
- Shoes, Work
- Coveralls

Items may be added to or deleted from this list as deemed necessary at the direction of the Fire Chief.
D. **Ordering Procedure**

Volunteers ordering uniforms should contact the Purchasing Section for vendor names and addresses. Volunteers will coordinate with their respective quartermasters and place the orders direct with the vendors.

E. **Authorized Signature List**

1. Each volunteer company shall submit the name and a sample signature of each officer who is authorized to sign the supply request for uniform purchases. Since the volunteer company shall be held responsible by the county for payment of all uniform articles purchased, each volunteer company shall ensure that each officer on the Authorized Signature List is authorized to commit funds on behalf of the organization.

2. This list shall be submitted and maintained by the Purchasing Section of the Support Services Division. It shall be the responsibility of the volunteer company to ensure that this list remains up-to-date.

F. **Restrictions**

Volunteer personnel shall not be permitted to purchase any uniform or other article from the county that does not appear on the approved list.

G. **Initial Training Issue for Volunteers**

<table>
<thead>
<tr>
<th>Firefighting</th>
<th>EMS-Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red Helmet Hood</td>
<td>EMS Coat Work Gloves</td>
</tr>
<tr>
<td>Coat Pants</td>
<td>EMS Pants Work Boots</td>
</tr>
<tr>
<td>Suspenders Knee Boots</td>
<td>EMS Helmet Hearing Protection</td>
</tr>
<tr>
<td>Gloves Hearing Protection</td>
<td>Eye Protection PIC Kit</td>
</tr>
<tr>
<td>Eye Protection PIC Kit</td>
<td></td>
</tr>
</tbody>
</table>

The procedure for obtaining the initial training issue is as follows:

1. All volunteers obtaining gear will be sized at the PPEC.

2. The volunteer chief shall use the online ordering system to order loaner volunteer protective clothing and EMS-only gear. Depending on the operational status (EMS-only or firefighter) a combination of volunteer loaner pants, volunteer loaner coat, volunteer loaner boots, volunteer loaner helmet, EMS coat, EMS helmet, protective gloves, suspenders, hearing protection, goggles, and hood should be selected from the protective clothing catalog.

3. Volunteer protective gear should be picked up at the PPEC, where it will be properly sized.

4. The PPEC will fill only the items ordered from the online order.
5. The volunteer will be required to sign for all gear he or she receives.

H. Volunteers in Firefighter School

1. Prior to live-fire training, all members of each Volunteer Firefighting Class shall have their loaner gear inspected through the PPEC. Any deficiencies will be addressed and corrected through the PPEC.

2. Coats, pants, helmets, and leather boots will be ordered online by the appropriate volunteer chiefs when class members have completed their firefighter certification. Sizes are on file at the PPEC.

3. The PPEC will process and deliver the order to the station via Service 1.

4. Once the volunteer receives his or her order, the volunteer is responsible for returning the used coat, pant, helmet, and rubber boots, including any issued EMS-only gear. The used protective gear will remain issued to the individual until it is returned for credit.

I. Volunteer Terminating Membership

If a volunteer leaves the department, it shall be the responsibility of the volunteer chief to retrieve all issued gear and return it to the Logistics Branch with an FRD-008 form indicating termination of membership. The volunteer chief shall coordinate with the Logistics Branch and Professional Standards on any member who does not return any component of issued gear.
Infectious Diseases

Course Duration: 8 hours (1 day).

Learning Objectives:

During this 8-hour course on infectious diseases, students will:

- Analyze strategies they need to put in place to maintain good health.
- State the signs and symptoms of infectious diseases to which first responders may be exposed.
- Identify preventive measures such as standard precautions, immunizations and infectious disease screenings.
- State post-exposure procedures (for their jurisdiction).
- Describe recordkeeping roles and responsibilities (in their jurisdiction).

Target Audience:

The IAFF developed this course for those fire, rescue, Emergency Medical Service (EMS) personnel, and other first responders who may respond to incidents where they may be exposed to infectious diseases.

Instructor Qualifications:

The IAFF currently has a team of 92 fire fighter/paramedic master instructors, with an average of 23 years of fire service experience, who specialize in student-centered, active learning techniques. Each master instructor possesses a minimum of five years of fire fighting and HazMat experience before being appointed as an IAFF master instructor. Upon appointment, master instructors participate in the IAFF’s Adult Educational Methodology program which includes adult learning principles, target audience characteristics, instructional methodology, and practice using facilitation skills to deliver content and solve any facilitation problems that may arise. Master instructors also receive 1-day of training specific to delivery of the Infectious Diseases course.

In addition to master instructors, the IAFF prepares local instructors to deliver its courses through its train-the-trainer program. Local instructors interested in attending the train-the-trainer program must satisfy the following prerequisites:

- At least one year of teaching experience
Course Description

- Certification to the National Fire Protection Association (NFPA) 1041, Standard for Fire Service Instructor Professional Qualifications Level I or equivalent
- Demonstrated ability to teach from prepared materials
- Training to at least the NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials, First Responder Operations level (or awareness for non-fire service)
- Recent hazardous materials field experience and emergency medical training
Syllabus

Infectious Diseases

This IAFF training is available throughout the United States. To request training, mail, fax or email requests to:

Harold A. Schaitberger, General President
International Association of Fire Fighters
1750 New York Avenue, NW
Washington, DC 20006

Fax: (202) 637-0839 / Email: hazmat@iaff.org

Instructors

The IAFF provides a team of professional instructors, from across the country, composed of fire fighters/EMS personnel/HazMat Team Members. Instructors may be drawn from the national cadre of IAFF Master Instructors or local instructors trained by the IAFF.

Contact information

The IAFF does not provide instructors’ contact information. However, students may contact the IAFF HazMat/WMD Training Department for additional course-related information at:

International Association of Fire Fighters
HazMat/WMD Training Department
1750 New York Avenue, NW
Washington, DC 20006

Fax: (202) 737-8484 / Email: hazmat@iaff.org

Course Description

This course is designed to teach first responders the actions they and their departments need to perform in order to avoid, reduce, and/or eliminate the risk of exposure to infectious diseases on the job through preventative and post-exposure strategies. Students learn about common infectious diseases that can
affect the health and safety of first responders and their family members. Information includes the symptoms, prevention and transmission methods, and treatment options for each disease. Students also learn about the applicable state and federal legislation and National Fire Protection Association (NFPA) standards related to infectious diseases and exposure reporting.

Course Objectives

During this 8-hour course on infectious diseases, students will:

- Analyze strategies they need to put in place to maintain good health.
- State the signs and symptoms of infectious diseases to which first responders may be exposed.
- Identify preventive measures such as standard precautions, immunizations and infectious disease screenings.
- State post-exposure procedures (for their jurisdiction).
- Describe recordkeeping roles and responsibilities (in their jurisdiction).

Schedule

This training includes five units and topics:

- Unit 1: Staying Well
  - Why it’s important
  - Who’s responsible

- Unit 2: Pathogens
  - Chain of infection
  - Breaking the chain
  - Airborne and bloodborne diseases

- Unit 3: Prevention
  - Standard precautions
  - Infection control program
  - Immunizations and screenings
  - Station risks

- Unit 4: Post-Exposure
  - Recordkeeping roles and responsibilities
  - Medical follow-up
  - Protective legislation
Unit 5: Avian and Pandemic Influenza
  o Possible impacts
  o Department readiness
  o Staying safe

Each unit provides approximately one to one and one-half hours of learner-centered instruction. When used consecutively, the five units, with two 15-minute breaks and a one-hour lunch break, comprise an eight-hour day.

Required Reading

All required reading materials are provided in the Student Manual for the course. Additional suggested readings are included in expanded information sections.
Emergency Response to Terrorism: Operations (ERT-Ops)
A Safe Response for Public Safety Personnel

Course Duration:

16 hours (2 days).

Learning Objectives:

Given a 16-hour course on emergency response to terrorism, students will be able to describe and perform the duties of an operations-level responder assigned to respond to weapons of mass destruction incidents as outlined in National Fire Protection Association (NFPA) 472, Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents.

Target Audience:

The IAFF developed this course for those fire, rescue, Emergency Medical Service (EMS) personnel, and other first responders who may respond to incidents involving weapons of mass destruction (WMD).

Instructor Qualifications:

The IAFF currently has a team of 92 fire fighter/paramedic master instructors, with an average of 23 years of fire service experience, who specialize in student-centered, active learning techniques. Each master instructor possesses a minimum of five years of fire fighting and HazMat experience before being appointed as an IAFF master instructor. Upon appointment, master instructors participate in the IAFF’s Adult Educational Methodology program which includes adult learning principles, target audience characteristics, instructional methodology, and practice using facilitation skills to deliver content and solve any facilitation problems that may arise. Master instructors also receive three days of training specific to delivery of the ERT-Ops course.

In addition to master instructors, the IAFF prepares local instructors to deliver its courses through its train-the-trainer program. Local instructors interested in attending the train-the-trainer program must satisfy the following prerequisites:

- At least one year of teaching experience
- Certification to the National Fire Protection Association (NFPA) 1041, Standard for Fire Service Instructor Professional Qualifications Level I or equivalent
- Demonstrated ability to teach from prepared materials
International Association of Fire Fighters

Course Description

- Training to at least the NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials, First Responder Operations level (or awareness for non-fire service)
- Recent hazardous materials field experience and emergency medical training
Syllabus

Emergency Response to Terrorism: Operations (ERT-Ops)

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HazMat/WMD Training Department
1750 New York Avenue, NW
Washington, DC 20006

Fax: (202) 737-8484 / Email: hazmat@iaff.org

Prerequisites

Prior training at the Awareness and Operations level as outlined in OSHA regulation 29 CFR 1910.120 (HAZWOPER) and national consensus standard NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials is assumed to have occurred before enrollment in this course.
Course Description

This course provides First Responders at the operations level with the information they need to make informed, controlled, and safe responses to incidents involving weapons of mass destruction (WMD). Four major threats are discussed during the course: chemical agents, biological agents, radiologicals, and explosives/incendiaries. For each of the major threats, a case study and information is provided on the:

- Characteristics of the threat
- Types of harm that First Responders might be subject to during emergency response
- Personal protective equipment that is available, including its uses and limitations
- First Responder protective actions

Course Objectives

After completing this course, students will be able to:

- Recognize threat characteristics of the four basic types of weapons of mass destruction
- Identify types of harm weapons of mass destruction incidents pose to First Responders
- Know the uses—and limitations—of personal protective equipment (PPE) at weapons of mass destruction incidents
- Demonstrate safe First Responder protective actions at a simulated weapons of mass destruction incident

Schedule

The course is divided into five units and a practical exercise with the following agenda:

**DAY 1**

AM  
- Unit 1: Introduction
- Unit 2: Chemical Agents

PM  
- Unit 2: Chemical Agents (continued)
International Association of Fire Fighters

Course Description

- Unit 3: Radiologicals

DAY 2

AM
- Unit 4: Explosives and Incendiaries
- Unit 5: Biological Agents

PM
- Practical Exercise

Required Reading

All required reading materials are provided in the Student Manual for the course.

Grading Policies

A pre-test and post-test are administered to determine which topics need more emphasis for a given class. Pre-tests are graded and concepts related to items most frequently missed by students are emphasized by the instructors. Students are also encouraged to note which areas they should focus on for improvement on the post-test.
RESPIRATORY PROTECTION AND PROTECTIVE EQUIPMENT

PURPOSE

The Respiratory Protection and Protective Equipment Policy is designed to prevent firefighter injury and illness involving respiratory hazards stemming from fires and other emergency incidents. It also outlines the proper use of respiratory protective equipment (NFPA 1500 and 1981), Self-Contained Breathing Apparatus (SCBA) training (NFPA 1404), and maintenance (NFPA 1982). This policy covers Self-Contained Breathing Apparatus (SCBA approved by the current edition of NFPA 1981), Supplied Air Breathing Apparatus (SABA), and N-95 particulate mask (approved by NFPA 1581, standard on infection control program).

SCOPE

This respiratory protection policy applies to all uniform fire fighting personnel and any non-uniform or civilian personnel who maintain or fill compressed air cylinders or systems.

All personnel who are subject to or may be exposed to a potentially hazardous atmosphere shall wear approved respiratory protection only after a successful quantitative mask fit test administered by a qualified person. This mask fit test can only be performed after the successful completion of a physical examination and being determined fit for duty by a qualified Fire Department Physician as described by the most current edition of NFPA 1582. Any appeals involving the fit for duty status will be forwarded through the Battalion Chief of Health and Safety to the Fire Chief or his/her designee.

For respiratory protection to be effective, all equipment must be used as specified in the manufacturer's instructions. All personnel who are subject to or potentially exposed to an Immediately Dangerous to Life or Health (IDLH) atmosphere shall wear proper personal protective equipment, including respiratory protection. IDLH is defined by NFPA 1500, section 3.3.33, as: a) Pose an immediate threat to life; b) Cause irreversible adverse health effects; c) Interfere with an individual's ability to escape unaided from a hazardous environment. Chronic exposure to combustion by-products, off-gassing chemicals or airborne particulate will be prevented by proper use of respiratory protection.

1. Proper and continuous atmospheric monitoring of potentially flammable, toxic, and oxygen enriched/deficient atmospheres should not be considered a sole means of verifying safe atmospheric levels. Firefighters shall not relax SCBA even after atmospheric monitoring due to many hazardous chemicals such as cyanide and airborne particulate matter that might be present and not detected. Areas of high concentration of airborne particulate should receive constant ventilation and SCBA shall not be relaxed until overhaul is complete and the incident is terminated.

a. The only exception to this mandate is for VBFD Fire Investigators. They shall wear department approved half-face cartridge filters at all times during their investigative process.

2. All cases of firefighter smoke inhalation, respiratory distress or respiratory injury as a result of job related activities will be investigated by the Safety Office and a recommendation forwarded to the Deputy Chief of Operations to prevent future incidents, if possible.

3. No one shall use respiratory protection under emergency conditions until they have received proper training and are properly fit tested.

4. No one shall use cascade and compressor systems without proper training.

5. Only a qualified technician at Resource Management shall perform repairs or adjustments beyond normal usage to SCBA or SABA.
6. Breathing apparatus check off shall be performed as described in the users’ manual and record keeping will be maintained as stated below. Cleaning shall be performed according to manufacturer’s instructions in the users’ manual. Only VBFD authorized and approved cleaning agents will be utilized to clean breathing air systems and masks.

CONTENT

- Use, care, and maintenance of Survivair Panther with Integrated Compass
- Use, care, and maintenance of the Sigma Hip-Pac
- Use and maintenance of breathable air compressors and cascade systems
- Compressor maintenance/fill log instructions
- Particulate filter mask for EMS and non-fire applications

USE, CARE, AND MAINTENANCE OF SURVIVAIR PANTHER SCBA WITH INTEGRATED COMPASS

All personnel who use the Survivair Panther SCBA and Sigma Hip-Pac must read and understand the Operation Manuals that accompany the equipment, as well as the use and limitations outlined in NFPA 1404, 1500, and IFSTA Essentials/SCBA.

SCBA FAILURE/MALFUNCTION PROCEDURES

All firefighters shall be thoroughly trained in emergency procedures that can provide corrective actions to problems encountered with their SCBA in an IDLH atmosphere. Use of the emergency bypass valve, corrective action for face piece damage, air management, buddy breathing, emergency escape units, and Rapid Intervention Crew/Universal Air Connection (RIC/UAC) emergency procedures are crucial elements that all firefighters need to practice.

1. For Mayday procedures, see SOP O/TO 7.01/Incident Command System.
2. Remove the SCBA from service immediately and seal in a restricted access bag available in each Battalion vehicle (reference SOP O/RM 6.04/Restricted Access Bags for Gear/Equipment).
3. Only departmental approved emergency escape units are permitted for use.
4. Any user with a concern about the quality and performance of any portion of a breathable air system shall communicate the concern immediately with their supervisor. The employee with supervisory approval may place the apparatus, cascade system or compressor out-of-service. The supervisor shall advise the Shift Safety Officer, Resource Management Battalion Chief, and chain of command to the level of District Chief if a compressor or cascade system is placed out-of-service. The Battalion Chief of Safety and Battalion Chief of Resource Management will decide an appropriate repair process or investigation.

PANTHER/COMPASS SCBA MAINTENANCE, USE, AND HISTORY LOG

1. All SCBAs shall be checked off in accordance with the manufacturer’s operation manual. Examples of SCBAs needing daily check off are all SCBA in riding positions on vehicles staffed during a normal operational period, such as engines, ladders, squads, and battalion vehicles. SCBA that are not assigned to a vehicle during a scheduled riding period, such as a reserve apparatus, shall be checked off weekly, before a period of operation starts or before any usage. The check off procedure shall be recorded on the VBFD Self-Contained Breathing Apparatus Daily and Usage Inspection form. The inspection form shall be specific to the inventory number of the SCBA regardless of the location on the vehicle.
2. A SCBA shall never be used until it has been properly checked off. A separate SCBA Maintenance, Use, and History Log shall be maintained on each SCBA according to the inventory number on the SCBA. The Maintenance, Use, and History Log shall be maintained in the fire station office and shall contain all the individual monthly VBFD Self-Contained Breathing Apparatus Daily and Usage Inspection forms by inventory number.

3. The Maintenance, Use, and History Logs serve as an integral and official record of each individual SCBA.

4. Personal issue mask inventory numbers shall be recorded on the VBFD Self-Contained Breathing Apparatus Daily and Usage Inspection form. The spare masks and units assigned to apparatus shall be tested weekly and the results logged on the inspection form.

5. Each vehicle shall maintain a binder containing the manufacturer's operation manual and the VBFD Self-Contained Breathing Apparatus Daily and Usage Inspection forms for the current month. At the end of the month, the completed inspection forms shall be removed from the binder and placed in the fire station office Maintenance, Use, and History Log files.

6. Each station shall record and log all SCBA loaner units from Resource Management on a blank VBFD Self-Contained Apparatus Daily and Usage Inspection form. Upon completion of the loan, all inspection forms shall accompany the loaner SCBA back to Resource Management. Resource Management shall maintain the Maintenance, Use, and History Log files for all loaner SCBA.

7. The station or apparatus officers shall be responsible for the review of SCBA Maintenance, Use, and History Logs. This review is verified by the annual apparatus inspections performed by the Shift Safety Officer. Details of patterns related to non-compliance with check off or records will be forwarded to the District Chiefs through the chain of command.

8. Any user of SCBA or certified technician can remove any SCBA or component that is not operating properly according to the users' manual.

9. Description of malfunction, including the person reporting a problem, will be logged on the VBFD Self-Contained Breathing Apparatus Daily and Usage Inspection form and the unit tagged with the specific problem identified and forwarded to the Resource Management Division air room.

**SCBA MASK AND MASK BAGS**

1. SCBA masks shall be stored in the mask bags when not in use.

2. Items, such as gloves, should not be stored in the mask. Dirt or foreign material can clog the exhalation valve and tear the speaking diaphragm.

3. Personnel shall be allowed to write their first initial/last name on the outside flap of the mask bag. No other writing of any kind will be allowed on or inside the bag with the exception of the ID number provided by Resource Management.

4. All patches affixed to the bag shall comply with SS/RM 3.11.

**AIR CYLINDERS**

1. All cylinders shall be examined for physical damage and hydrostatic testing dates verified prior to refilling. Cylinders found damaged or “out of hydro” shall be taken out-of-service, drained to “slight pressure”, tagged or otherwise marked and isolated to ensure they are not inadvertently put back into service prior to repair or hydro test. (An SCBA air cylinder should never be allowed to sit empty due to
excessive moisture from humidity entering when the atmospheres are equaled. Always secure the valve in the closed position after draining down and leave a slight positive pressure in the cylinder.)

2. Air cylinders shall only be filled by trained personnel and in an approved manner. Never routinely fill a SCBA cylinder through the RIT/UAC connection. This connection is only to be used for emergency air transfill.

3. Air cylinders shall only be filled in an approved fragmentation protection device that is approved and designed to protect the operator from catastrophic failure or rupture of the cylinder.

4. SCBA cylinders shall be filled at a rate not to exceed 500 psi per minute. At no time shall they be filled above their rated PSI capacity as stated on the cylinder.

5. Air cylinders shall only be marked in the following manner:
   - Painting the station color in the center of the black bottom of the cylinder valve assembly
   - Place a unit identification sticker on the air cylinder above the harness strap facing outward. Stickers are requested and issued from Resource Management (the stickers are similar to the helmet icons and shall be placed on the tank after it is installed in the harness).

6. Cylinders shall not be dragged or damaged during training evolutions. “Training” cylinders are available from Resource Management. When practical training is planned, where the potential for cylinder damage may occur, Company Officers shall request and use “training” cylinders.

**DAILY USE, CARE, MAINTENANCE, AND HISTORY LOG OF SIGMA HIP-PAC SABA and ESCAPE CYLINDER**

Follow the guidelines provided in the Panther Operation Manual and all information detailed above for the Panther/Compass SCBA.

**PARTICULATE FILTER MASK**

1. The N-95 Particulate mask is for use in non-fire, non-toxic, and non-hazardous atmospheres that are non-oxygen deficient. The N-95 is designed to provide a protective factor of 95% of particulate and is to be worn in situations that are dusty or suspect in the emergency medical theatre. They can also be used to protect patients from many diseases, such as the common cold or flu, which the firefighter might have and not pass it on to an EMS patient through airborne droplets.

2. N-95 respiratory fit test is required for all firefighters annually.

3. Firefighters should only wear the proper sized (color coded by size) mask as identified by the fit testing procedure administered at the Health and Wellness Center.

**BREATHABLE AIR COMPRESSORS/CASCADE (FIXED SITE AND MOBILE)**

**MAINTENANCE/USE**

A visual inspection of the compressor/cascade shall occur prior to each use to ensure that the fill containment station, latches, hoses, fittings, and gauges are in proper working order and for the proper level of oil. The immediate area shall be kept clean and the introduction of vehicle exhaust in the area of the compressor intake shall be avoided. Do not use these systems without having the proper training in their safe operation.

The compressor pump oil level shall be checked after every four hours of run time. If in doubt, check the compressor pump oil level prior to use.
COMPRESSOR MAINTENANCE/FILL LOG

A Compressor Log shall be maintained at each fixed and mobile compressor or cascade site. An entry shall be made in the Compressor Log when cylinders are filled, maintenance, and/or repairs are performed on the compressor, cascade system or its components. The repair technician shall provide a Maintenance Worksheet to station personnel after repairs or maintenance has been performed. This document will provide station personnel with details for the Compressor Log. Once station personnel have updated the Compressor Log, the Maintenance Worksheet shall be forwarded to Resource Management, c/o the SCBA Repair Technician.
1.0 Statement of Policy

1.1. Respiratory protection shall be used in accordance with State regulations.

1.2. The Deputy Chief of Safety and Support Services shall be ultimately responsible for the respiratory protection program.

1.3. The Logistics Division Captain shall manage the day to day aspects of the program.

1.4. Appropriate respiratory protection shall be worn anytime members are operating for any reason in an area where there a suspected or confirmed respiratory hazard and shall only remove this protection when an industrial hygienist has certified the air clear of respiratory hazards.

2.0 Objectives

2.1. This document establishes a Departmental Respiratory Protection Program to protect the health of the employee and requires the employee to use respiratory protection.

2.2. To provide a written policy for the Respiratory Protection Program.

3.0 Responsibility

3.1. The Logistics Division is responsible for the administration of the Respiratory Protection Program including the following:

3.1.1. Identifying personnel who are required and authorized to wear respiratory protection equipment in the course of performing their duties.

3.1.2. Ensuring that members covered by this policy comply with all facets of this respiratory protection policy.

3.1.3. Ensuring the overall implementation of this policy.
3.1.4. Ensure that respirators are thoroughly inspected, used and maintained and that inspections are documented by written record.

3.1.5. Appraise the effectiveness of the respirator program at least annually.

3.1.6. An annual written evaluation of the respirator program's effectiveness shall be submitted to the Fire Chief/Emergency Services Administrator.

3.1.7. Maintain air quality test records.

3.1.8. Ensure annual qualitative fit tests are made and maintain qualitative fit test records.

3.1.9. Ensure that the respirator user's medical status is reviewed.

3.1.10. Purchase/procure, assign, document condition, maintenance and repair of SCBA and other Department respirators.

3.1.11. Work to establish documented cooperative agreements between the Renton Fire and Emergency Services Department and local agencies/neighboring Fire/Emergency Services providers regarding shared services and/or resources in the area of respirators and respirator-related equipment.

3.2. The Safety/Training Division shall:

3.2.1. Train, test and require practice of all members who will have occasions to use a respirator.

3.2.2. Provide training and operating guidelines in accordance with Department policy and respirator manufacturers’ recommendations.

3.2.3. Ensure that an annual test is completed by each member on their knowledge of SCBA equipment operation, safety and Department operational policies and procedures. The training officer will maintain related training records.

3.3. Company Officers shall:

3.3.1. Verify daily/weekly checks and ensure the proper use of SCBA by members.

3.3.2. Ensure that they and their crews are using the proper level of respiratory protection commensurate with the hazards they encounter.
3.4. No member that has not received respiratory protection training, medical approval and applicable fit testing in accordance with this policy, shall be assigned to any duty where respiratory protection is required.

3.5. Each member covered by this policy shall:

3.5.1. Adhere to the policy to the fullest extent.

3.5.2. Condition and inspect respirators assigned to their company and to them as individuals.

3.5.3. Conscientiously use the proper level of respiratory protection that is commensurate with the hazards they encounter.

3.5.4. Maintain the level and proficiency of use expected by the Department.

3.5.5. Maintain SCBA face pieces and breathing tube in sanitary and proper operating condition.

3.5.6. Guard against damage to respiratory equipment.

3.5.7. Check their respirators/SCBA as specified when coming on duty, and shall advise their officer that the unit is OK or in need of repair.

4.0 Procedures

4.1. Medical Evaluation

4.1.1. Every member who is being considered for inclusion in the respiratory protection program must participate in the Department's medical surveillance program.

4.1.2. The Department shall provide a medical evaluation to assist in determining the member’s ability to use a respirator, before the member is fit tested or required to use the respirator.

4.1.3. The medical questionnaire and examinations shall be administered confidentially during the member’s normal working hours or at a time and place convenient to the member.

4.1.4. The Department shall identify a physician or other licensed health care professional (PLHCP) to perform medical evaluations using a medical questionnaire recognized by OSHA and WISHA for aiding in determining a respirator user’s medical status.
4.1.5. A copy of the questionnaire in use by the Department shall be maintained in the Logistics Division.

4.1.6. The Department shall ensure that a follow-up medical examination is provided for a member who gives a positive response to any question among questions 1 through 8 in the medical questionnaire or whose initial medical examination demonstrates the need for a follow-up medical examination.

4.1.7. The follow-up medical examination shall include any medical tests, consultations or diagnostic procedures that the PLHCP deems necessary to make a final determination.

4.1.8. All respirator users’ medical status shall be reviewed whenever:

4.1.8.1. A member reports medical signs or symptoms related to their ability to use a respirator.

4.1.8.2. A PLHCP, supervisor or Respiratory Program Administrator advises that a member needs to be re-evaluated.

4.1.8.3. Information from the Respiratory/Air Program (including observations during fit testing, or during evaluations) indicates a need for re-evaluation.

4.1.8.4. A change occurs in workplace conditions (physical work effort, protective clothing, temperature) that may result in a substantial increase in the physiological burden placed on the member.

4.1.9. All respirator users’ medical status shall be reviewed at the following intervals:

<table>
<thead>
<tr>
<th>Age</th>
<th>Interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;35</td>
<td>every 3 years</td>
</tr>
<tr>
<td>35-45</td>
<td>every 2 years</td>
</tr>
<tr>
<td>&gt;45</td>
<td>annually</td>
</tr>
</tbody>
</table>

4.2. Fit Testing/Face Fit

4.2.1. Employees shall be properly fitted and tested for a face seal prior to use of the respirator in a hazardous atmosphere or contaminated area.
4.2.2. Quantitative fit testing is required.

4.2.3. Fit testing shall be repeated:
   
   4.2.3.1. At least once every twelve (12) months.
   
   4.2.3.2. Whenever there are changes in the type of SCBA or face piece used.
   
   4.2.3.3. Whenever there are significant physical changes in the user.

   Examples: Weight change of ten percent (10%) or more, scarring of face seal area, dental changes, cosmetic surgery or any other condition that may affect the fit of the face piece seal.

4.2.4. Fit test procedures and test exercises shall follow procedures detailed in the Logistics Division.

4.2.5. Facial hair shall not be permitted to come between the sealing periphery of the face piece and the face or interfere with the valve function of the SCBA or any respirator used by the Department.

4.2.6. Contact lenses shall be permitted with SCBA use, unless the member’s physician determines that the risk of eye damage is increased by their use.

   4.2.6.1. If requested by a member, the Department shall provide an SCBA manufacturer approved spectacle kit and prescription ground lenses at no cost to the member.

   4.2.6.2. If a spectacle kit, goggle or face shield must be worn with a face piece, it shall be worn so as to not adversely affect the seal of the face piece to the face.

   4.2.6.3. Straps or temple bars shall not pass between the seal or surface of the respirator and the user's face.

4.2.7. A "user seal check" shall be done by the member every time the respirator is put on to assure that an adequate seal is achieved and that the respirator is adjusted and worn properly.

4.2.8. Members will only be allowed to use the make, model and size respirator for which they have passed a fit test within the last twelve (12) months.
4.2.9. A member shall not wear respiratory protection unless the proper size face piece is available and inspected by the wearer to ensure the equipment is in proper working condition according to Departmental standards and the manufacturer’s specification.

4.3. Training

4.3.1. Members shall be trained in the proper function, use, cleaning and maintenance of any respiratory protection provided for their use including the step-by-step procedures for putting on and removing respirators and checking it for proper function.

4.3.2. The required training shall cover:

4.3.2.1. Recognizing hazards that may be encountered.

4.3.2.2. Understanding the components of the respirator.

4.3.2.3. Understanding the safety features and limitations of the respirator.

4.3.2.4. Inspecting and cleaning the respirator.

4.3.2.5. Use of the respirator as designed.

4.3.2.6. Use of the respirator in emergency situations/extraordinary circumstances.

4.3.3. Upon completion of such initial training, each member shall practice at least quarterly, for each type and manufacture of respirator available for use, the step-by-step procedure for donning and doffing the respirator and checking it for proper function.

4.3.4. Retraining shall be administered annually, and whenever:

4.3.4.1. Changes in work or equipment make previous training obsolete.

4.3.4.2. Inadequacies in the member’s knowledge or use of the respirator indicate that the member has not retained the requisite understanding or skill.

4.3.4.3. Any other situation arises in which retraining appears necessary to ensure proper, safe respirator or related equipment use.

4.3.5. Annual training and testing shall be conducted to the Department's standard on the member’s knowledge of SCBA equipment
operation, face piece seals, cylinder handling/filling, respirator-related safety and Departmental policies and operating procedures.

4.3.6. All respirator-related training records shall remain part of the member’s training file. Each record shall be retained until the next occurrence of that specific training event.

4.3.7. Members shall be thoroughly trained in:

4.3.7.1. Accordance with the respirator manufacturer's instructions on emergency procedures.

4.3.7.2. Other established and improvisational emergency procedures as outlined in the RFD training manual.

4.3.7.3. Trans-fill operations. Trans-filling may be utilized in hazardous material incidents and in cases of Firefighter emergency or other extraordinary circumstances.

4.4. Repair/Recharge

4.4.1. Any SCBA found unstable shall be removed from service, tagged and recorded as such. Repair of the respirator must be done with parts designed for the respirator in accordance with the manufacturer’s instruction, by certified technicians of the Department’s Respiratory/Air Program or other manufacturer-certified technician named by the Program Administrator.

4.4.2. When exchanging air supply bottles during suppression or overhaul activities, reasonable precautions shall be taken to ensure contaminated atmosphere does not enter the changing zone.

4.4.3. Primary trans-fill capability (respirator to respirator) shall be maintained on each SCBA. Secondary source (non-respirator to respirator) trans-filling equipment shall be available at any location where members operate in IDLH or potential IDLH conditions.

4.4.4. SCBA cylinders shall be hydrostatically tested within the periods specified by the manufacturer and the U.S. DOT. All SCBA cylinders shall be inspected, maintained and repaired regularly by trained personnel. A thorough, conservative cylinder management program shall ensure member safety during use, normal filling operations, and trans-filling operations.

4.4.4.1. A professionally trained cylinder inspector shall visually inspect the interior and exterior of each SCBA and SCUBA cylinder at regular intervals.
4.4.4.2. All respirator users shall perform an exterior cylinder inspection of each in-service cylinder before and after use and before each fill.

4.4.5. The air quality from compressors and cascade system cylinders shall be tested at least quarterly. When the Department purchases compressed breathing air from a vendor, the vendor will be required to provide certification and documentation of breathing air quality quarterly. All breathing air utilized by the Department shall:

4.4.5.1. Meet the requirements of ANSI/CGA G-7 Commodity Specification for Air with a minimum air quality of D, and

4.4.5.2. Meet a water vapor level of 24 ppm or less.

4.4.5.3. Air Quality records shall be maintained for not less than 40 years.

4.4.6. The Renton Fire and Emergency Services Department may establish cooperative agreements with local organizations and neighboring Fire/Emergency Services providers regarding shared use of breathing air compressors, storage systems and fill stations (fixed and mobile).

4.4.7. No member who has not received specialized training may operate breathing air compressors and/or breathing air or oxygen filling stations.

4.5. Cleaning

4.5.1. Members shall be (field) decontaminated prior to removal of respirators whenever firefighting activities result in exposure to a hazardous substance.

4.5.2. Respirators shall be kept clean, sanitary and in good working order. Respirators shall be cleaned and disinfected using the procedures. Respirators shall be cleaned and disinfected at the following intervals: daily, weekly, monthly and after each use.

4.5.2.1. SCBA face pieces or respirators issued for the exclusive use on a member shall be cleaned and disinfected as often as necessary to be maintained in a sanitary condition.
4.5.2.2. SCBA face pieces or respirators issued to more than one member shall be cleaned and disinfected before being used by different individuals.

4.5.2.3. Face pieces and respirators used in fit testing and training shall be cleaned and disinfected before being used by different individuals.

4.6. Use

4.6.1. Personnel shall wear the proper respiratory protection when operating in any of the following circumstances:

4.6.1.1. In a contaminated atmosphere.

4.6.1.2. In an atmosphere that is suspected of being contaminated or oxygen deficient.

4.6.1.3. In an atmosphere that may rapidly become hazardous or oxygen deficient.

4.6.1.4. In an atmosphere that is oxygen deficient.

4.6.1.5. When transporting or treating an individual with suspected or confirmed infectious TB.

4.6.2. These circumstances include:

4.6.2.1. In an active fire area.

4.6.2.2. Directly above a fire area.

4.6.2.3. Directly under the active area.

4.6.2.4. In potential explosive fire area, including gas leaks or fuel spills.

4.6.2.5. Where products of combustion are visible in an atmosphere, including vehicle fires and dumpster fires.

4.6.2.6. Where invisible contaminants are present or suspected; this includes the overhaul stage of a fire.

4.6.2.7. Where toxic products are present, suspected of being present or may be released without prior warning.

4.6.2.8. In an active chemical spill area where the chemical present is an inhalation hazard.
4.6.2.9. In any permit-required confined space that has not been tested and monitored to establish respiratory safety.

4.6.2.10. Transporting or treating an individual with suspected or confirmed TB in an enclosed vehicle or area.

4.6.3. All employees assigned to work in hazardous atmospheres shall be provided with NIOSH-approved, NFPA compliant Self-Contained Breathing Apparatus (SCBA) or Supplied Air Respirator/Supplied Air Breathing Apparatus (SAR/SABA).

4.6.4. Anytime members are working inside a permit required confined space, they shall wear SCBA or a supplied air line respirator (SAR) with (5 minute minimum capacity) escape bottle, unless the safety of the atmosphere can be established by testing and continuous monitoring.

4.6.5. SCBA are not Self-Contained Underwater Breathing Apparatus (SCUBA) gear and are not approved or safe for that use. SCBA shall not be used in pools or other unusual circumstances without written permission of the manufacturer.

4.6.6. Members using a properly functioning SCBA shall not compromise the protective integrity of the SCBA by removing the face piece for any reason in a hazardous atmosphere or in atmospheres where the quality of the air is unknown.

4.6.7. Before any members may use an air-purifying respirator, an evaluation of the respiratory hazard shall be conducted to include the contaminant's chemical state and physical form. When these cannot be identified or quantified, the Department shall consider the atmosphere IDLH, and SCBA or SAR with auxiliary self-contained air supply shall be the only acceptable respirators for use.

4.6.8. Members of the Community Risk Reduction (CRR) Section may create and/or encounter particulate and fume/vapor hazards in the performance of their duties at an emergency scene; as such, they should wear an appropriate APR, even after reclassification.

4.6.9. Conditions at the scene shall be monitored continuously to insure that the atmosphere remains non-hazardous.

4.6.9.1. Should particulates be present, CRR members shall wear their APR if they are to continue to work in the area. Response Operations members shall re-don SCBA. The particulate hazard shall be abated, if possible.
4.6.9.2. Should members encounter steam/smoke/off gassing, those conditions shall be abated, if possible. If oxygen levels remain at/above 19.5% and CO levels do not exceed 35 ppm, then CRR members shall make efforts to avoid steam/smoke/gas hazard exposure and may continue to occupy the area. Response Operations members shall re-don SCBA.

4.6.9.3. Should CO levels rise above 35 ppm, only SCBA or SAR users shall be allowed to occupy the area.

4.6.9.4. Should oxygen levels drop below 19.5%, the atmosphere shall be considered IDLH.

4.7. Testing Pass Devices

4.7.1. Firefighters will perform the following PASS device test when checking their SCBA at the start of each shift:

4.7.1.1. Don the SCBA following the SCBA instruction manual.

4.7.1.2. Open the cylinder valve to perform the SCBA “system checks,” listen for the DragonFly IP to sound the proper activation tones.

4.7.1.3. The Audi-Alarm bell must ring briefly as the SCBA is pressurized.

4.7.1.4. Look to verify that the GREEN lights on the unit are slowly flashing.

4.7.1.5. Stand motionless for about 18 seconds. Listen for the pre-alarm to sound the low volume repeated tones. Look for the RED light to alternately flash slowly.

4.7.1.6. Remain motionless until the full alarm activates. Listen for the alarm to sound the increasingly loud repeated tones. Look for the lights to flash RED rapidly.

4.7.1.7. Reset the DragonFly IP by pushing either RESET button on the side of the unit two (2) times within approximately one (1) second.

4.7.2. To check manual activation of the alarm, push the Manual button on the front of the unit.

4.7.3. Reset the Alarm. Press either RESET button two (2) times within approximately one (1) second.
4.7.4. Stand motionless until the pre-alarm sounds. Shake the unit to reset the alarm.

4.7.5. If the DragonFly IP checks out, complete all remaining SCBA donning steps.

5.0 Reference

5.1. WAC 296-305-04001
5.2. WAC 296-62 Part E, Respiratory Protection
5.3. WAC 296-62 Part I-1, Asbestos, Tremolite, Anthophyllite, and Actinolite
5.4. WAC 296-24-07801
5.5. WAC 296-305-01513
5.6. Title 29 CFR Part 1910.101
5.7. Title 29 CFR Part 1910.134
5.8. Title 42 CFR Part 84
5.9. Title 49 CFR Part 172.700
5.10. Title 49 CFR Part 173
5.11. Title 49 CFR Part 178
5.12. ANSI Z88.2
5.13. NFPA 1404
5.14. NFPA 1500
5.15. NFPA 1901
5.16. NFPA 1981
5.17. NFPA 1982
5.18. NIOSH Guide to Industrial Respiratory Protection
5.19. NIOSH Respirator Decision Logic

6.0 Appendix – N/A
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE

RESPIRATORY PROTECTION POLICY

Issued by: Fire Chief
Policy No. 26-06AM
Authority: Code Section 21-2.(d)(4)
Effective Date: April 15, 2005

SUMMARY: This policy includes requirements consistent with the previsions established in 29 CFR 1910.134, Respiratory Protection Standard, as amended, issued by the United States Department of Labor, Occupational Safety and Health Administration, for implementation by all current and future Montgomery County Fire and Rescue Service personnel. The policy outlines provisions for the selection, fit testing, maintenance, repair, and safe use of all components of respiratory protection equipment, and the medical evaluations, training certifications, and record keeping required for the fire and rescue service personnel who use them. Certain requirements of this policy also establish safety procedures for use when these personnel perform operations in atmospheres that are immediately dangerous to life and health. Provisions in Section 5.g. regarding SCBA Maintenance and Repair Requirements, and Sec. 5.k., Cylinder and Compressed Breathing Air Testing and Maintenance, have been amended in accordance with the recommendations of the SCBA manufacturers, and the Compressed Gas Association.

ADDRESS: Send all comments pertaining to this policy to Beth Feldman, Montgomery County Fire and Rescue Service, 12th Floor, 101 Monroe Street, Rockville, MD, 20850, by September 13, 2004. Comments may also be emailed to beth.feldman@montgomerycountymd.gov.

STAFF: For additional information, please contact Beth Feldman at (240) 777-2423.

BACKGROUND: The Occupational Safety and Health Administration (OSHA) published a final ruling on workplace safety
requirements for respiratory protection with its adoption of CFR 1910.134. As a “plan state,” Maryland Occupational Safety and Health (MOSH) required the adoption of conforming rule, regulation, and policy within six months of OSHA publication. Because MOSH determined that where career and volunteer firefighter/rescuers are deployed together, all firefighter/rescuer personnel must comply with these requirements, Montgomery County’s Fire and Rescue Service adopted this policy to ensure the health and safety of all of its personnel in the firefighter/rescuer operational series.

In 2004, certain requirements were revised, requiring MCFRS to amend this policy to comply with the MOSH Standard.

Sec. 1. **Purpose:** To reduce the risk of injury and illness to fire and rescue personnel while they are working in atmospheres that are immediately dangerous to life and health, and in hazardous and/or toxic atmospheres.

Sec. 2. **Applicability:** This policy applies to all personnel who perform firefighting and rescue duties in the Montgomery County Fire and Rescue Service.

This policy was developed in cooperation with the International Association of Fire Fighters, Local 1664.

Sec 3. **Definitions.**

a. **Compressed Breathing Air.** Compressed breathing air with a minimum air quality of Grade E, as well as a water vapor level of less than 25 ppm as specified by the Compressed Gas Association, G-7.1, 5th Edition, 2003 commodity specification for air.

b. **EBSS.** Abbreviation for Emergency Breathing Support System, a component of the respirator that allows two users of similarly equipped SCBA to share a common air supply, under specific conditions.

c. **Facepiece.** The respirator component that covers the wearer’s nose, mouth, and in some cases, the eyes. It includes the headbands,
exhalation valves, and in some cases, components that are required to connect it to a respirable air supply.

d. **Fire/Rescue Occupational Medical Service (FROMS).** The division of Montgomery County’s Office of Human Resources that performs physical examinations and medical screenings and related evaluations of all MCFRS personnel, including applicants, employees, and volunteers.

e. **Hazardous and/or Toxic Atmosphere.** An environment that may contain respiratory hazards, including but not limited to overhaul, hazardous materials, and fire investigations operations.

f. **Immediately Dangerous to Life or Health (IDLH).** An atmosphere that poses an immediate threat to life, would cause irreversible adverse health effects, or would impair an individual’s ability to escape from a dangerous atmosphere.

g. **MSHA.** Abbreviation for the Mine Safety Health Administration.


i. **NIOSH.** Acronym for the National Institute for Occupational Safety and Health.

j. **PASS Device.** Acronym for the Personal Alert Safety System unit, a warning/notification device attached to the turnout gear, or built into the Self-Contained Breathing Apparatus.

k. **Personnel.** For purposes of this policy, all on-duty firefighter/rescuer and emergency medical service providers, both career and volunteer.

l. **Qualitative Fit Test (QLFT).** A testing process used to determine the proper size face-piece for each individual that relies on his/her response to a Porta-count testing machine.

m. **Quantitative Fit Test (QNFT).** A testing process used to assess the adequacy of respirator fit by numerically measuring the amount of agent leakage into the respirator.
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n. **Respiratory Protective Equipment (RPE).** A device designed to protect the wearer from inhaling harmful atmospheres.

o. **SAR.** Acronym for Supplied Air Respirator, a breathing air device that provides air from a stationary storage cylinder through a high pressure hose. SARs include an escape cylinder with at least five minutes of breathing air.

p. **SCBA.** Abbreviation for Self-Contained Breathing Apparatus.

q. **SCBA Advisory Committee.** A five member committee chaired by an individual appointed by the Fire Chief, comprising one representative each from Montgomery County’s Division of Risk Management, IAFF Local #1664, Public Safety Training Academy staff, the MCFRS Division of Volunteer Services (appointed by the DVS Chief), and an MCFRS career representative (appointed by the Fire Chief).

r. **Using SCBA.** Status of personnel who are wearing full protective gear, with SCBA in place and face-piece on, with PASS device activated, and are breathing from the SCBA.

s. **Wearing SCBA.** Status of personnel who are wearing full protective gear, with SCBA in place and face-piece ready for use, with PASS device activated, but are not breathing from the SCBA.

t. **29 CFR 1910.134.** Numeric identifier of the respiratory protection standard issued by the United States Department of Labor, Occupational Safety and Health Administration (OSHA), that provides rules and regulations on the selection, maintenance, and use of self-contained breathing apparatus.

Sec. 4. **Policy.** The Montgomery County Fire and Rescue Service requires that all fire and rescue personnel use safe and efficient procedures and appropriate personal and respiratory protective equipment (RPE) on all emergency incidents. To ensure their safety, the Montgomery County Fire and Rescue Service will provide properly fitted, tested, and maintained respiratory protective equipment for all fire and rescue personnel. Personnel must be trained in and consistently use these devices in all areas where an IDLH atmosphere may exist. Personnel will be provided with SCBA and/or SAR, as appropriate, which meet the requirements of NIOSH, MSHA, and NFPA applicable standards at the time of purchase.
To further ensure their safety, all MCFRS personnel must also comply with the “2 in/2 out” procedures established in 29 CFR 1910.134 (g)(3) and (4) when entering an IDLH atmosphere.

Sec. 5. Procedure.

**General Guidelines.** Personnel using SCBA must operate in teams of two or more when entering an IDLH atmosphere. They must communicate visually, audibly, by physical contact, or with safety guide lines. They should remain in close proximity to each other, enabling them to provide mutual assistance in case of an emergency.

The SCBA/SAR will operate only in the positive pressure mode. SCBA must have a minimum rated service duration of 45 minutes, and must be equipped with an integrated PASS device, unless specifically waived by the Fire Chief (i.e., for hazmat technicians and bomb technicians).

a. **Respiratory Protection Certifications and Fit Testing.** All personnel who may be exposed to IDLH atmospheres must use RPE. Personnel who are required to use RPE must be medically certified by Montgomery County’s Fire and Rescue Occupational Medical Section (FROMS).

1. At a minimum, medical certification must follow the guidelines provided in 29 CFR 1910.134, Appendix C.

2. Records of medical certification for the use of RPE will be maintained with personnel health records. FROMS must advise the Fire Chief or designee of personnel who are not qualified to use RPE.

3. All personnel must successfully complete an annual physical administered by FROMS, and be in compliance with NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments, by December 31, 2006.

b. **SCBA Training and Annual Recertification.** All personnel must receive initial SCBA training as part of the Essentials of Firefighting training course, or through an approved equivalent program, and must obtain annual re-certification through the PSTA’s in-service training program.
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1. The MCFRS Public Safety Training Academy is responsible for distributing **SCBA** training materials.

2. Division of Fire and Rescue Operations (DFRO) Battalion Chiefs or Local Fire and Rescue Department (LFRD) training coordinators must ensure that **SCBA** training is completed in their Battalions and in their stations, and that Level 1 Instructors are available for recertification and other **SCBA** training.

3. The training program for initial and annual recertification must include at least these elements:
   
   A. **SCBA** construction and operation;  
   B. Identification of **IDLH** atmospheres;  
   C. Recognition of medical signs and symptoms that may limit or prevent the effective use of respirators;  
   D. A “Skills to be Completed” Check List;  
   E. **SCBA** failures and emergency procedures;  
   F. Reporting procedures for defective **SCBA**;  
   G. **SCBA** record keeping; and  
   H. Routine station maintenance of **SCBA** after use.

4. **Personnel** who have not participated in field operations for twelve months or longer must complete a re-entry program that includes **SCBA** recertification.

5. The Fire Chief or designee must maintain records of all training and recertification.

**c. Using and Wearing Respiratory Protection Equipment.** All **personnel** who may be exposed to **IDLH** atmospheres must wear **SCBA** or **RPE**. They may be required to use **SCBA** or **RPE** during the attack and overhaul of fires, or while working at any other incident.

**d. Face-pieces.** All **personnel** must use a correctly fitted **face-piece**. Correct **face-piece** fit will be determined by a **quantitative fit test**. **Personnel** will be tested during initial recruit/probationary training, annually, and when a new **face-piece** design is adopted. Only **personnel** who have been trained in the fit testing procedure will conduct the **quantitative** and **qualitative fit testing**.
1. **Personnel** who are required to use respiratory protective equipment must not allow any object to enter or pass through the area where the face-piece seals with the face.

   A. Neither beards nor facial hair may interfere with the face-piece seal, nor may any object interfere with exhalation valve operation.

   B. Helmets, head coverings, and protective hoods must be worn outside the face-piece seal, head harness, and straps.

   C. **Personnel** who wear eyeglasses must use frames that do not interrupt the seal area of the face-piece.

   D. **Personnel** who are required to use RPE must not wear hard contact lenses; soft contact lenses may be worn.

2. If FROMS determines during routine medical examinations that an individual may not be able to obtain a face-piece seal because of physical changes (e.g., significant weight loss, dental work, etc.), FROMS staff must recommend to the Fire Chief or designee that a supplemental fit test be performed.

3. **Personnel** will be fit tested when they report problems related to obtaining a face-piece seal, or if supervisory or FROMS staff observe conditions that could affect a proper fit.

4. **Personnel** must not risk exposure by removing the face-piece or disconnecting the regulator in hazardous atmospheres.

5. **Personnel** who detect vapor or gas breakthrough, changes in breathing resistance, or face-piece leakage, must leave the IDLH atmosphere and must not re-enter until the problem has been resolved. If a maintenance problem may be the cause, the unit must be taken out of service and repaired as described in Sections 5g. and 5j. below.

6. Each primary piece of apparatus will carry additional face-pieces as on-board equipment.
e. **Emergency Breathing Support Systems (EBSS).** The EBSS connection may be used when a system fails, or if the firefighter/rescuer depletes the air supply of the cylinder in use.

1. When an EBSS is provided, it may be used only when the travel distance to a safe area is 100 feet or less.

2. EBSS may be used only when both personnel are mobile and ambulatory. If a firefighter/rescuer becomes unconscious, the firefighter/rescuer’s partner should call for help and perform appropriate rescue. A rescuer must not connect the EBSS to an unconscious firefighter; the downed firefighter must be removed from the hazardous area.

3. Both firefighters must activate their Emergency Buttons (EBs) and activate their PASS devices, along with calling in a MAYDAY, when using the EBSS connection.

f. **SCBAs during Elevator Use.** On incidents involving a potentially IDLH atmosphere, personnel who enter an elevator must have gained Fire Department Control, and must use SCBA before the elevator doors close and the car is permitted to move. Personnel must:

1. check the shaft for smoke or fire;

2. note the location of the nearest stairwell before entering the elevator;

3. note the location of the emergency stop switch;

4. wear full protective clothing and SCBA with cylinder valve open and face-piece on, with the regulator in hand for rapid connection, and connect the regulator if the elevator car fails to stop at the midway point; and

5. restrict the elevator operation to upper floors between entry level(s) and a minimum of two floors below the fire, until the fire is under control and the Incident Commander has suspended this restriction.
g. **SCBA Maintenance and Repair Requirements.** An SCBA unit must be taken out of service when any defect is found.

1. An SCBA repair tag must be completed and attached to the unit. The unit must be transported to the maintenance facility for appropriate repairs.

2. An SCBA used by a firefighter/rescuer who suffers respiratory injuries, burn injuries, or line of duty death must be impounded by the Incident Commander or the Safety Office. The unit’s identification must include the name of the user, the date and location of the incident, and a description of the problem. The Incident Commander must take possession of the unit and all appropriate documentation and deliver it to the Safety Chief or designee. All personnel who have handled the respirator involved must sign off on the documentation as the unit is transferred to the Safety Chief.

h. **SCBA, SAR, and RPE Records.** A records program must be maintained for all SCBA, SAR, and RPE.

1. The records program begins with receipt of the unit and ends with its disposal. Documentation must include a complete history of all shop maintenance performed on any component.

2. Records must be maintained for the pressure reducer, face-piece-mounted regulator, back-pack assembly, and cylinders.

3. Each completed assembly must be identified by a station number tag.

i. **SCBA/SAR In-Service Inspection and Maintenance.** All SCBA must be inspected, cleaned, disinfected, and serviced after each use according to the manufacturer’s recommendations. Routine inspections, in-station preventive maintenance, and shop maintenance must also comply with the manufacturer’s requirements.

1. **In-station inspections.** In-station inspections must be logged on forms provided by the DFRO. Station officers must ensure that these forms are used daily and monthly, and that the unit is
identified either by its serial number, or a number the station assigned to that unit. The forms below must be used:

A. A daily inspection form;
B. A monthly inspection form; and
C. A monthly disinfection log.

2. Original reports must be stored in the station for 12 months.

3. All SCBA carried on first-line response units must be inspected daily, before and after each use.

4. All SCBA carried on second line and reserve units must be inspected weekly.

5. All SCBA carried on staff vehicles must be inspected weekly.

6. All SCBA at the PSTA must be inspected before and after each use.

7. All SAR must be inspected daily.

j. Preventive Maintenance. All SCBA and SAR must receive both preventive maintenance and shop maintenance. All maintenance performed on SCBA must comply with the manufacturer’s manual for operations and maintenance. Deviations may be permitted only if authorized in writing by the manufacturer, or the Fire Chief or designee.

1. SCBA must receive a complete preventive maintenance inspection on a monthly basis, in accordance with the manufacturer’s recommendations.

2. SCBA must receive periodic shop maintenance, performed only by individuals who have been trained and certified by the manufacturer.

k. Cylinder and Compressed Breathing Air Testing and Maintenance. Compressed breathing air used in breathing apparatus must meet the requirements of the Compressed Gas Association, G-7.1,
5th Edition, 2003 commodity specification for air. The minimum air quality is Grade E, with a water vapor level of less than 25 ppm.

1. **Cylinders.** All cylinders must be maintained in accordance with the Compressed Gas Association and the SCBA manufacturer’s requirements
   
   A. **SCBA** cylinders must be maintained in a fully charged state, and must be re-charged when the pressure indicates 4200 PSI.
   
   B. **SCBA** cylinders must be hydrostatically tested according to the manufacturer’s recommendations, normally every five years. These tests must comply with the U. S. Department of Transportation’s rules and regulations.

2. **Compressed Breathing Air.** Sources of compressed gas breathing air such as compressors, cascade systems, and storage receivers used for filling **SCBA** cylinders, must be tested at least every three months.
   
   A. Breathing air compressors must be maintained according to the manufacturer’s recommendations.
   
   B. A compressor operational log must be maintained at every facility where **compressed breathing air** is manufactured.
   
   C. A list of approved sources of **compressed breathing air** will be provided to each LFRD. Only approved sources may be used to supply **SCBA**.

Sec. 6. **Responsibilities.**

a. All **personnel** must ensure that their **SCBA/RPE** is in order and ready for use with the correctly sized **face-piece** when they are assigned a riding position, before entering an **IDLH** or **hazardous and/or toxic atmosphere**, and after each use.

b. All officers must require their **personnel** to follow these procedures to ensure their personal safety.
c. The **SCBA Advisory Committee** is responsible for reviewing, evaluating, and making appropriate recommendations on the Respiratory Protection Program as outlined in **29 CFR 1910.134(l)**.

d. The Fire Chief or designee is responsible for appointing the chair of the **SCBA Advisory Committee**, and for maintaining **personnel** and other records.

Sec. 6. **Enforcement.** The Fire Chief is the enforcement authority for all policies, procedures, and regulations of the Montgomery County Fire and Rescue Service.

Sec. 7. **Effective Date.** This policy is effective on April 15, 2005.

Approved:

Thomas W. Carr, Jr., Chief
Montgomery County Fire and Rescue Service

Respiratory Protection Policy 3-24-05 final  BF wp
PURPOSE

This program has been developed to comply with Occupational Safety and Health Administration (OSHA) regulation 29 CFR 1910.95 and NFPA 1500 to ensure the prevention of occupational hearing loss for all Fire Department employees.

The permissible exposure level for Phoenix Fire Department Hearing Conservation Program (HCP) is 85 decibels A-weighted (dBA). All employees exposed at or above 85 dBA over an 8-hour time-weighted average (TWA) period, are required to wear hearing protection.

This program has established a noise “Action Level,” defined as 82 decibels on the A-weighted scale (dBA), slow response, for an 8-hour time weighted average (TWA) period, or equivalently, a dose of 50%, based on an exchanged rate of 3 decibels (dB). All employees exposed to noise levels at or above this level must participate in this program.

IDENTIFICATION OF EXPOSURE

This program applies to all fire personnel who respond to fires and EMS calls on a regular basis. The associated work tasks on fire and emergency medical scenes are suspected of exposing employees to noise levels at or above 82 dBA as an 8 hour TWA.

Identification of Work Areas

Fire Department personnel shall wear hearing protection whenever exposed to noise at or above 85 decibels.

The following work areas have been identified as requiring hearing protection:

- While riding in Fire apparatus under Code 3 and normal driving conditions.
- Aircraft operating areas including parking aprons, runways and taxiways when aircraft are operational.
- All training activities which generate noise from sledgehammers, saws or any other fire equipment.
- Continuous work on or around a utility truck.

Identification of Equipment

Fire Department personnel are required to wear hearing protection when operating equipment that produces noise in excess of 85 decibels except in situations where the use of such personal protective equipment would create an additional hazard to the user. Identified equipment includes but is not limited to the following:
- Apparatus pumps
- Extrication equipment
- Circular saws
- Air chisels

**MONITORING**

OSHA requires employers to monitor noise exposure levels in a manner that will accurately identify employees who are exposed to noise at or above 82 dB averaged over 8 working hours, or an 8-hour TWA.

The exposure measurement must include all continuous, intermittent and impulsive noise within an 80 dB – 130 dB range, and must be representative of a typical work situation.

Monitoring should be repeated when changes in production, process or controls increase noise exposure. Such changes may mean that additional employee monitoring is needed and/or previously supplied hearing protection no longer provides adequate attenuation.

Fire Department Safety Section will evaluate noise exposures in work areas including fireground operating areas.

Employees are entitled to observe the testing and monitoring procedures and must receive notification of the results of the tests in their workplace.

**HEARING PROTECTION**

Hearing protectors must be made available to all workers exposed to 8-hour TWA noise levels of 82 dBA or above.

Types of hearing protectors selected for employee protection must attenuate the noise to levels less than 85 dBA.

Where equipment operators are required to maintain radio communications while operating equipment, headsets that provide noise attenuation as well as radio communications/intercom shall be provided and used.

The wearing of hearing protection devices by employees will be mandatory under the following conditions:

- Wearing the hearing protection device does not create an additional hazard to the user.
- Employees who are exposed to average noise levels at an 8-hour time weighted average of 85 dBA or above.
- Employees who have not had a baseline audiogram and are exposed to 8-hour average noise levels of 85 dBA or above.
- Employees who have experienced a standard threshold shift (STS).
**TRAINING**

Fire Department employees exposed to an 8-hour time-weighted average noise of 82 dBA and above shall be trained **annually** in the effects of noise; the purpose of hearing protectors; the advantages and disadvantages of the various types of hearing protectors; the selection, fitting and care of protectors; the purpose of audiometric testing and an explanation of the test procedures.

**AUDIOMETRIC TESTING**

Annual audiometric testing of all employees exposed to 8-hour time weighted-average noise of 82 dBA or above will be conducted in the Health Center as part of the annual employee physical.

All new employees shall be given an initial baseline audiometric exam, which is performed during the pre-employment physical for new employees.

Employees should be reminded to avoid exposure to loud levels of noise for at least 14 hours prior to the audiometric exam. If the employee believes that exposure to noise is unavoidable for this 14-hour period, he/she shall be instructed to wear hearing protection while exposed to noise.

**STANDARD THRESHOLD SHIFT – FOLLOW-UP PROCEDURES**

A standard threshold shift (STS) is a change in hearing threshold relative to the baseline audiogram of an average of 10 dB or more at 2000, 3000 and 4000 Hz in either ear.

Fire employees who have a **suspected** standard threshold shift (as defined above) indicated on the audiometric exam report, must have a retest within 30 days.

If the second audiometric exam, performed within 30 days of the first test, confirms a standard threshold shift, the affected employee shall be notified by the Health Center in writing within 21 days of this determination.

Unless a physician determines that the standard threshold shift is not work-related or aggravated by occupational noise exposure, the following steps must be taken:

- Employees not wearing hearing protectors shall be fitted with hearing protectors, trained in their use and care, and required to use them provided that the use does not create an additional hazard.
- Employees already using hearing protectors shall be refitted and retrained in the use of hearing protectors and provided with hearing protectors offering greater attenuation, if necessary.
- The employee shall be referred for a clinical audiological evaluation or an otological examination, as appropriate, if additional testing is necessary or if the employer suspects that a medical pathology of the ear is caused or aggravated by the wearing of hearing protectors.
• The employee will be informed of the need for an otological examination if a medical pathology of the ear, unrelated to the use of hearing protectors, is suspected.
• If subsequent audiometric testing of an employee, whose noise exposure is less than an 8-hour TWA of 85dBA, indicates that a standard threshold shift is not persistent, the employer:
  1. Shall inform the employee of the new audiometric interpretation;
  AND
  2. May discontinue the required use of hearing protectors for that employee.

**RECORD KEEPING**

Noise exposure measurement records shall be retained for five (5) years.

Employees with standard threshold shifts – STS- (25 dB shifts in hearing acuity) averaged over the frequencies at 2000, 3000 and 4000 hertz in either ear will be considered to have an OSHA reportable injury (from January 1, 2002 until December 31, 2002). This injury shall be included on the OSHA 300 Log. STSs will be determined by annual audiometric testing.

Effective January 1, 2004, employees with standard threshold shifts – STS – (10 dB shifts in hearing acuity) averaged over the frequencies at 2000, 3000 and 4000 hertz in either ear which results in a total 25 dB level of hearing above audiometric zero will be considered to have an OSHA reportable injury which must be recorded on the OSHA 300 Log by checking the “hearing loss” column.

Records of audiometric test results shall be maintained at the Health Center for the duration of employment of the affected employee plus 30 years.

Audiometric test records must include the name and job classification of the employee, the date of the test, the name of the examiner, the date of acoustic calibration of the testing equipment, background sound pressure levels in the audiometric test room, and the employee’s most recent noise exposure measurements.

Records of annual training shall be maintained in the Citywide CHRIS database.

**DEFINITIONS**

**Action Level** – The sound level when reached or exceeded necessitates implementation of activities to reduce the risk of noise-induced hearing loss. The City of Phoenix currently uses an 8-hour TWA of 82 dBA as the criterion for implementing an effective HCP.

**Attenuation** – The estimated sound protection provided by hearing protective devices as worn in “real-world” environments.
**Equal-Energy Rule** – The relationship between sound level and sound duration based upon a 3 dB exchange rate, i.e., the sound energy resulting from doubling or halving a noise exposure’s duration is equivalent to increasing or decreasing the sound level by 3dB, respectively.

**Exchange Rate** – The relationship between intensity and dose. The city of Phoenix uses a 3 dB exchange rate. Thus, if the intensity of an exposure increases by 3dB, the dose doubles (i.e., if a 50% dose represents a sound intensity of 82 dB, then increasing that intensity by 3dB, to 85 dB, would double the dose, to 100%).
Purpose

The Phoenix Fire Department responds to a wide range of emergency incidents. In order to effectively manage personnel and resources and to provide for the safety and welfare of personnel, we will always operate within the Incident Command System at the incident scene. This procedure identifies the Standard Operating Procedures to be employed in establishing Command components of the Incident Command System and applicable components of the National Incident Management System (NIMS).

Command Procedures are designed to:

- Fix the responsibility for Command on a certain individual through a standard identification system, depending on the arrival sequence of members, companies, and Command officers.
- Ensure that a strong, direct, and visible Command will be established from the onset of the incident.
- Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander (IC) and the other individuals operating within the Incident Command System.
- Provide a system to process information to support incident management, planning, and decision-making.
- Provide a system for the orderly transfer of Command to subsequent arriving officers.
- Ensure a seamless transition from a Type 5/4 incident to a Type 3/2/1 (NIMS).

Roles and Responsibilities within the Incident Command System

Shift Commanders Phoenix (North and South Deputy), Glendale (West Deputy) and Mesa (East Deputy)
- Manage Battalions and supervise Battalion Chiefs.
- Occupy the position of Senior Advisor (Incident Advisor) on the Command Team (Incident Advisory Team) during first and greater alarm incidents.

Battalion Chiefs
- Manage companies and supervise company officers.
- Occupy the position of Incident Commander (IC) when appropriate.
- Occupy the position of Sector Officer when appropriate.
- Occupy the position of IC on the Command Team (Incident Advisory Team) during first and greater alarm incidents.

Company Officers (Captains)
- Occupy the position of IC when appropriate.
- Occupy the position of Sector Officer when appropriate.
- Manage task level activities and supervise firefighters.
Responsibilities of Command

The Incident Commander is responsible for the completion of the tactical objectives. **The Tactical Objectives (listed in order of priority) are:**

- A. Remove endangered occupants and treat the injured.
- B. Stabilize the incident and provide for life safety.
- C. Conserve property.
- D. Provide for the safety, accountability, and welfare of personnel. This priority is ongoing throughout the incident.

The Incident Command System is used to facilitate the completion of the Tactical Objectives. The Incident Commander is the person who drives the command system towards that end. The Incident Commander is responsible for building a Command structure that matches the organizational needs of the incident to achieve the completion of the Tactical Objectives for the incident. **The Functions of Command** define standard activities that are performed by the Incident Commander to achieve the Tactical Objectives.

Functions of Command

The Functions of Command include:

1. Assume and announce Command and establish an effective initial command position (Command Post).
2. Rapidly evaluate the situation (size up).
3. Initiate, maintain, and control effective incident communications.
4. Provide and manage a steady, adequate, and timely stream of appropriate resources.
5. Identify the incident strategy, develop an Incident Action Plan (IAP), and assign companies and personnel consistent with plans and standard operating procedures.
6. Develop an effective incident organization using Sectors/Divisions/Groups to decentralize and delegate geographic and functional responsibility.
7. Review, and revise (as needed) the strategy to keep the IAP current.
8. Provide for the continuity, transfer, and termination of Command.

The Incident Commander is responsible for all of these functions. As Command is transferred, so is the responsibility for these functions. The first six (6) functions must be addressed immediately from the initial assumption of Command.

Establishing Command

The first fire department member or unit to arrive at the scene of a multiple unit response shall assume command of the incident. The initial Incident Commander shall remain in Command until Command is transferred or the incident is stabilized and Command is terminated.
Establishing Command con’t

- One or two company responses that are not going to escalate beyond the commitment of these companies do not require the first arriving unit or officer to assume Command. The first arriving unit or officer will, however, remain responsible for any needed Command functions. Examples would include:
  - Single unit response  Check Welfare
  - Check Hazard
  - Any EMS call requiring only one or two companies

The first arriving fire department unit initiates the command process by giving an initial radio report.

The standard Initial Radio Report includes:
- Clear alarm.
- Unit designation/on the scene.
- Building/area description.
- Obvious/problem conditions.
- Action taken.
- Declaration of Strategy.
- Any immediate safety concerns.
- Accountability started (announce the initial accountability location).
- Disposition of resources (hold/add/return)
- Command confirmation with name.
- Announce the status of IRIC/RIC.

Example:

For an offensive structure fire -

Clear alarm and when acknowledged “Engine 11 is on the scene of a large two story school with a working fire on the second floor. Engine 11 is laying a supply line and going in with a hand-line to the second floor for search and rescue. This is an offensive fire attack. Pump 11 will be North side accountability. Balance to a 1st Alarm, Engine 11 will be 7th Street Command.”

For a defensive fire -

Clear alarm and when acknowledged "Engine 11 is on the scene of a medium size warehouse fully involved with exposures to the east. Engine 11 is laying a supply line and attacking the fire with a stang gun and a hand-line to the east exposure to check for extension. This is a defensive fire. Pump 11 will be North side accountability. Balance to a 1st Alarm, Engine 11 will be Buckeye Command.

For an E.M.S. incident -

"Ladder 11 is on the scene with a multi-vehicle accident. Give me the balance of a 2 and 1 medical with three ambulances. Ladder 11 will be Parkway Command.”
Radio Designation

The radio designation "COMMAND" will be used along with the occupancy or address of the incident (i.e. "7th Street Command", "Metro Center Command"). This designation will not change throughout the duration of the incident. The designation of "Command" will remain with the officer currently in command of the incident throughout the event.

Command Options

The responsibility of the first arriving unit or member to assume Command of the incident presents several options, depending on the situation. If a Chief Officer, member, or unit without tactical capabilities (i.e. staff vehicle, no equipment, etc.) initiates Command; the establishment of a Command Post should be a top priority. At most incidents the initial Incident Commander will be the Company Officer. The following Command options define the Company Officer's direct involvement in tactical activities and the modes of Command that may be utilized.

Investigative Mode (Nothing Showing):
This is a mobile IC on a portable radio, moving around and evaluating conditions while looking for the incident problem. The company officer should go with the company to investigate while utilizing a portable radio to command the incident.

Fast Attack:
Visible working fires in houses or commercial occupancies. IC #1 arrives and his/her direct participation in the attack will make a positive difference in the outcome (search and rescue, fire control, and crew safety). They give an initial radio report and quickly assign an attack team (2 engines and ladder) coming in behind them. Next arriving units all stage. IC #1 goes inside (when in the offensive mode) with a portable radio supervising their crew in the attack. Examples of these situations include:

- Visible working fire in a house or small commercial occupancy.
- Critical life safety situations (i.e. rescue that must be achieved in a compressed time.
- Any incident where the safety and welfare of fire fighters is a major concern.
- Obvious working incidents that require further investigation by the Company Officer.
- Combined crew experience level

In fast attack mode, the IC must initiate and continue command until a command officer arrives and the transfer of command is completed. The entire team responding in behind the fast attackers must realize that the IC is in an attack position inside the hazard zone attempting to quickly solve the incident problem. Responding companies must critically listen to radio traffic, update, review and reinforce the initial size up, verify the safety, welfare, and accountability of the fast attackers, and back up the basic attack.
The Fast-attack-mobile Command mode should not last more than a few minutes and will end with one of the following:

A. Situation is stabilized.
B. Command is transferred from the fast attack company officer IC to a later arriving command officer.
C. If the situation is not stabilized, the fast attack company officer IC must move to an exterior (stationary) command position and is now in the Command mode. The company officer must decide whether or not to withdraw the remainder of the crew, based on the crew’s capabilities and experience, safety issues, and the ability to communicate with the crew. No crew will remain in a hazardous area without radio communications.

Command Mode - Stationary Command Post:
Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, demand early, strong, stationary command from the outset. In these cases, the first arriving IC will assume command and, from the very beginning stay out of the hazard zone in a stationary exterior command position. The IC must remain there until the incident is terminated or command is transferred. The tactical worksheet shall be initiated and utilized to assist in managing these types of incidents.

If the Company Officer assumes a Command mode, the following options are available with regards to the assignment of the remaining crew members.

A. "Move up" an acting officer within the Company. This is determined by the individual and collective capabilities and experience of the crew.
B. Assign the crew members to perform staff functions to assist the IC. Staff functions include recon/reporting, communications assistance; help with tactical worksheet tracking etc.
C. Assign company personnel to another Company. This creates a larger work group with an officer. This must be acknowledged by both the original and the receiving officer and by their inclusion in the accountability system.

Transfer of Command
Command is transferred to improve the quality of the Command organization. When Command is transferred it should trigger upgrades in the Command structure. The following guidelines outline the transfer of Command. Using a standard routine for both establishing and transferring command creates the capability within the responding units for the IC to effectively and safely establish and continue command. Using a fast attack company officer IC (IC #1) in the initial stages of an offensive incident, and then having a subsequent arriving response command officer (IC #2) transfer, strengthens and continues command within the IAP from an upgraded Command Post (CP), in a vehicle, outside the hazard zone, creates a strong, safe, and under control approach. The benefits of an upgraded CP include:

- Provides IC #2 with a Support Officer
- Establishes an Incident Safety Officer (FIT) (ISO)
- IC #2 has a wider view of the fireground
- Improves communication
- Creates a lighted, warm (or cool), and dry environment for IC #2 to operate in
Transfer of Command process

A. The first fire department member arriving on the scene will automatically assume Command. This will normally be a Company Officer, but could be any fire department member up to and including the Fire Chief.

B. The first arriving Company Officer will assume Command after the Transfer of Command procedures have been completed (assuming an equal or higher ranking officer has not already assumed Command). IC #1 is usually a Company Officer.

C. The first arriving Command Officer should assume Command of the incident following Transfer of Command procedures and becomes IC #2.

D. Subsequent arriving Command Officers should report their location to the IC, and wait for an assignment. The first arriving Shift Commander (preferably from the appropriate city that the incident is located in if available) will assume the role of Senior Advisor and assist the IC. The second arriving Shift Commander sets up the Command Van (CV) and manages the movement of Command to the CV. The Senior Advisor, IC and Support Officer become the Command Team (Incident Advisory Team). The Command Team may assign additional staff such as a Safety Officer (relieves the Support Officer’s ISO responsibility) and a Staging Officer.

E. Assumption of Command is discretionary for Assistant Chiefs and the Fire Chief.

F. Local events that are of long duration or require long term evacuations may require a larger Command staff including Planning Chief, Liaison, and Public Information Officer (PIO). The Assistant Chief of Operations may provide additional support by assisting the Senior Advisor while a Shift Commander manages the evacuation and Command staff.

G. When an incident is so large or of such duration that State or Federal resources are called to assist, an Incident Management Team (IMT) may be assigned to manage these resources. In this case the local jurisdiction having authority (JHA) will maintain Command or delegate authority for managing resources to the IMT. In either case the JHA retains authority to set incident objectives and determine when the IMT, State, and Federal resources are no longer needed.

In certain situations, it may be advantageous for the first arriving IC (i.e., Company Officer) to transfer Command to the next Company ON SCENE. This is indicated when the initial commitment of the first arriving Company requires a full crew (i.e., high-rise or an immediate rescue situation) and another Company or Command Officer is on the scene. When a Chief Officer arrives at the scene at the same time as the initial arriving Company, the Chief Officer should assume Command of the incident.

"Passing Command" to a unit that is not on the scene creates a gap in the Command process and compromises incident management. To prevent this "gap", COMMAND SHALL NOT BE TRANSFERRED TO AN OFFICER WHO IS NOT ON THE SCENE.

Should a situation occur where a later arriving Company or Command officer cannot locate or communicate with Command (after several radio attempts), they will assume and announce their assumption of Command and initiate whatever actions are necessary to confirm the safety of the missing crew.
Within the chain of Command, the actual transfer of Command will be regulated by the following procedure:

A. The officer assuming Command (IC #2) will communicate with the person being relieved (IC #1) by radio or face-to-face. Face-to-face is the preferred method to transfer Command.

B. The person being relieved will brief the officer assuming Command indicating at least the following:

1. General situation status:
   a. Incident conditions (fire location and extent, Hazmat spill or release, number of patients, etc.)
   b. Incident Management Plan.
   c. Completion of the Tactical Objectives.
   d. Safety considerations.

2. Deployment and assignments of operating companies and personnel.

3. Appraisals of need for additional resources.

C. When an incident becomes so large that an Incident Management Team (IMT) is requested, Command will not transfer to the IMT (Type I/III) unless a formal written Delegation of Authority has been signed by both the JHA and the IMT.

The arrival of a ranking Officer on the incident scene does not mean that Command has been automatically transferred to that Officer. Command is only transferred when the Transfer of Command process has been completed. The person being relieved of Command will be assigned to the best advantage by the Officer assuming Command.

A ranking Officer may elect to have a subordinate continue the role of Incident Commander. In cases where an individual is effectively commanding an incident, and satisfactory progress is being made to bring the incident under control, it may be desirable for that person to continue in an active Command role. The ranking Officer must determine that the Incident Commander is completely aware of the position and function of operating companies and the general status of the situation. In these cases, the arriving ranking Officer may assume a supportive role in the overall Command organization.

The response and arrival of additional command officers strengthens the overall Command organization. As the incident escalates, the IC should use these Command Officers to fill Sector (Division), Branch, and Section positions. Command should consider adding a command officer to any sector with three or more operating companies. Strengthening the Command organization:

- Improves safety
- Decreases the span of control
- Improves communication
- Improves accountability
- Improves management of the Sector
When the first arriving unit is a Command Officer, efforts should be automatically directed towards establishing a Command Post and fulfilling the Command functions. A Command Post in a vehicle equipped for this purpose is a priority at all working incidents. A vehicle that provides appropriate work space for the Incident Commander and staff personnel, lighting, communications equipment, supplies reference items, and some isolation from outside distractions will make Command more effective.

Company and Command Officers should eliminate all unnecessary radio traffic while responding, unless such communications are required to ensure that Command functions are initiated and completed. This requires the initial Incident Commander to give a clear initial radio report and continue to give updated progress reports as needed.

Chief Officers or Battalion Chiefs should stage over the radio. Staff Personnel should report directly to the Command Post to notify the Incident Commander of their availability to assume incident duties. These personnel should park their vehicles in a location that does not restrict access to the scene.

The IC is responsible for managing the incident. The fire department empowers the IC with the authority to turn his/her decisions into actions (develop an IAP and assign companies). Simply stated, the Incident Commander outranks everybody*. If a higher ranking Officer wants to affect a change in the management of an incident, he/she must first be on the scene of the incident, and then follow the Transfer of Command procedure.

*Anyone can effect a change in incident management in extreme situations relating to safety by notifying Command and initiating corrective action.

The Incident Command System (ICS) never "sleeps". The ICS is in a constant state of readiness. When there are no working incidents the Alarm Room Battalion Chief and Supervisor share the responsibility of initiating the ICS. When the Alarm Room receives notification of a working incident (normally via the telephone) they start the ICS process by giving instruction to the caller and dispatching the appropriate response. The Alarm Room continues in an active management role by ensuring that the first on-scene unit takes Command. The Shift Commanders share this responsibility by virtue of being the highest ranking on duty members.

Command Team (Incident Advisory Team)

**Note:** The roles and responsibilities of the Command Team are identical to the roles and responsibilities of the Incident Advisory Team. The Command Team consists of the Incident Commander (IC), Support Officer, and Senior Advisor. On the Incident Advisory Team these roles are filled by the Incident Commander (IC), Support Advisor, and Incident Advisor respectively. Our system uses Command Team terminology but as previously stated the roles and responsibilities for each position remains the same.

A Command Team is an organizational response to quickly provide enough command and control to rapidly bring a significant incident under control. The primary players in the Command Team are the IC, Support Officer, and Senior Advisor.
The incident scene is often dynamic and intense. As the incident grows into and past the requirements of a first alarm assignment, the IC can become overwhelmed with information management, assigning Companies, filling out and updating the tactical worksheet, planning, forecasting, calling for additional resources, talking on the radio, and fulfilling all the other functions of Command. The immediate need of Command at this point is support. In some organizations the IC’s driver (FIT, ISO, BSO etc.) fulfills the role of Support Officer, in organizations without this advantage the IC may choose to utilize the next arriving Command Officer as a Support Officer. The IC may decide to assign the second Command Officer to a Sector (Division) if he/she feels the presence of a Command Officer in a particular Sector will improve safety and communications in that Sector by reducing the span of control.

Establishing an Incident Command Team

The first in command officer, usually a BC with a FIT, or ISO, assumes command (IC #2) from the initial IC (IC #1, usually a company officer). Once IC #2 assumes Command the FIT becomes his/her Support Officer and the designated Incident Safety Officer (ISO) (Note: Some members of the consortium may slightly differ in assigning responsibilities to the FIT/ISO/BSO according to their department's SOPs). If the initial assignment stabilizes the situation, this is as far as command needs to grow. If the situation is not stabilized and continues to grow, so does the command organization. The next in command officer (usually a BC) stages on the radio. IC #2 normally assigns this BC to a Sector but if IC #2 does not have a FIT the second BC may be assigned as IC #2’s support officer (and ISO) as described earlier in this M.P.

The IC and the Support Officer are the first and second members of the Command Team.

It is the Responsibility of the IC to perform the Functions of Command to achieve the Tactical Objectives.

1. Assume and announce Command and establish an effective initial command position (Command Post).
2. Rapidly evaluate the situation (size up).
3. Initiate, maintain, and control effective incident communications.
4. Provide and manage a steady, adequate, and timely stream of appropriate resources.
5. Identify the incident strategy, develop an Incident Action Plan (IAP), and assign companies and personnel consistent with plans and standard operating procedures.
6. Develop an effective incident organization using Sectors/Divisions/Groups to decentralize and delegate geographic and functional responsibility.
7. Review, and revise (as needed) the strategy to keep the IAP current.
8. Provide for the continuity, transfer, and termination of Command.

Roles and Responsibilities of the Support Officer:

- Define, evaluate, and recommend changes to the incident action plan.
- Provide direction relating to tactical priorities and specific critical fireground factors.
- Become the Incident Safety Officer
- Evaluate the need for additional resources.
- Assign logistics responsibilities.
- Assist with the tactical worksheet for control and accountability.
- Evaluate the fireground organization and span of control.
- Other duties as necessary.
The third member of the Command Team is the Senior Advisor. The Senior Advisor is normally the highest ranking member of the Command Team. The first arriving Shift Commander (North, South, East or West Deputy) usually fills the role of the Senior Advisor. The Officer serving as "Command" and the Support Officer will focus on the completion of the tactical priorities, the strategic and tactical plan and the other components of the incident. The Senior Advisor's focus is looking at the entire incident and its impact from a broader perspective and providing direction, guidance and advice to the IC and/or Support Officer.

Role and Responsibilities of the Senior Advisor

- Review and evaluate the incident action plan, and initiate any needed changes.
- Provide on-going review of the overall incident (THE BIG PICTURE).
- Review the organizational structure, initiate change or expansion to meet incident needs.
- Initiate Section and Branch functions as required.
- Provide a liaison with other city agencies and officials, outside agencies, property owners and/or tenants.
- Forecast and react to the effect this incident will have on surrounding neighborhoods, Public Officials, and city staffing.
- Prepare to transition to long-term operations by establishing operational periods and advising the Assistant Chief of Operations as to the need for an All Hazards Incident Management Team (AHIMT), state or federal assistance.
- Provide a transitional briefing to the incoming IMT if one has been assigned to the incident.

In order to maintain continuity and overall effectiveness, the Senior Advisor and Support Officer must be in the Command Post with the IC. The result is there are three people performing the functions of Command. They are working as a team to enhance the Command process and make the functions of Command more effective. The Officer assigned to communicate directly to Companies, Sectors (Divisions or Groups), or Branches will use the radio designation "Command", and should be the only member of the Command Team talking on the tactical radio channel.

Command Structure

It is the responsibility of Command to develop an organizational structure, using standard operating procedures, to effectively manage the incident scene. The development of the organizational structure should begin with deployment of the first arriving fire department unit and continue through a number of phases, depending on the size and complexity of the incident. The Command organization must develop at a pace which stays ahead of the tactical deployment of personnel and resources. In order for the Incident Commander to manage the incident, he/she must first be able to direct, control, and track the position and function of all operating Companies. Building a Command organization is the best support mechanism the Incident Commander can utilize to achieve a balance between managing personnel and incident needs. Simply put, this means:

Large scale and complex incidents = Big Command organization.

Small scale and "simple" incidents = Little Command organization.
• The Incident Commander should have more people working than commanding.
• The basic configuration of Command includes three levels:

  Strategic Level - Overall direction of the incident.
  Tactical Level - Objectives assigned to Sectors (Divisions or Groups)
  Task Level - Task objectives assigned to Companies.

Strategic – This organizational level is designed around the IC and Command Team, operating in the Command Mode, and working out of a stationary command post. The strategic level involves the activities necessary for overall operational control, considering critical fireground factors and risk management plan to determine the strategy and develop an IAP, establishing objectives, managing the strategy, setting priorities, allocating resources, and thinking ahead. Strategic Level responsibilities include:

  • Determining the appropriate strategy: OFFENSIVE OR DEFENSIVE
  • Establishing a strategic plan for the incident.
  • Setting priorities.
  • Obtaining and allocating resources.
  • Predicting outcomes and planning.
  • Assigning specific objectives to tactical level units.

Tactical - The first management “subdivision” of incident scene organization is accomplished by assigning Sector (Division or Group) responsibilities. Sector officers are responsible for the tactical deployment of assigned resources, evaluation, and communication with the IC. They are assigned by the IC and supervise directly at the site of the assigned activity in order to meet the operational objectives given to them by the IC.

Task – The level of the organization where the work is performed by assigned companies and other resources. The Strategic and Tactical levels are in place to support the task level. Task level activities are routinely supervised by Company Officers. The accumulated achievements of Task Level activities accomplish Tactical Objectives.

Command Structure - Basic Organization

Incident organization is the function of command that the IC uses to track, communicate with, and account for resources in order to meet the incident objectives. For fires this is RESCUE – FIRE CONTROL – PROPERTY CONSERVATION – CUSTOMER STABILIZATION.

Examples:

The most basic Command structure combines all three levels of the Command structure. The Company Officer on a single engine response to a dumpster fire determines the strategy and tactics, and supervises the crew doing the task.
The basic structure for a "routine" incident, involving a small number of Companies, requires only two levels of the Command structure. The role of Command combines the strategic and tactical levels. Companies report directly to Command and operate at the Task Level.

Command Structure - Sectors Basic Operational Approach

A Sector is a smaller, more manageable unit of incident scene organization. Sectoring is a standard system of dividing incident scene command into smaller units or pieces. Whenever there are three or more companies operating in a sector, the IC should assign a Battalion Chief and FIT to that sector. The maximum number of Sectors that an IC can effectively manage is called the span of control. The span of control is usually five sectors and should never exceed seven sectors.

Sectors

NOTE: Sectors may be assigned by their geographic location (North Sector) or function (Ventilation Sector). Divisions are assigned by their geographic location (North Division). Groups are assigned by their function (Ventilation Group). For the remainder of this M.P. we will refer to Sectors with the understanding that either Divisions or Groups may be used where appropriate.

A significant problem occurs when the IC requests and assigns additional companies, at a rate that exceeds the development of the incident organization. In short order, the IC will become overloaded with the details of managing a large number of companies scattered all over the incident site. The IC will soon be in the odd situation of being overwhelmed, yet still in need of more resources to accomplish their tactical objectives.

Command must develop and build an organization that matches the deployment of resources to the incident scene. The IC accomplishes this by breaking the incident scene down into manageable subunits called sectors. Sectors are geographic or functional and are managed by Sector Officers.

As Sectors are implemented, Command continues to operate at the strategic level, determining the overall strategy and Incident Action Plan to deal with the incident.
When the number of Sectors exceeds the span of control that the Incident Commander can effectively manage, the Incident Organization should be divided to Branches. Each Branch is responsible for several Sectors and should be assigned a separate radio channel. Branches will be addressed later in this M.P.

Once effective sectors have been established, the IC can concentrate on the overall strategy, incident action plan management, evaluation, and resource allocation. Each of the sector officers becomes responsible for the tactical deployment of the resources assigned to his/her sector and communicating needs and progress back to Command.

Utilizing Sectors provides the following advantages:

- **Reduces the IC’s span of control** – divides the incident scene into more manageable units.
- **Creates more effective incident scene communications** – permits the IC to exchange information with a limited number of individuals (Sector Officers) who directly supervise teams of firefighters. This reduces overall radio traffic by allowing firefighters and sector officers to communicate face to face instead of by radio.
- **Provides a standard and logical system to divide large geographical incidents into effectively sized units** – allows the IC to concentrate on strategy from one standard command post location.
- **Provides an array major support functions** – these are to be selected and assigned according to the particular needs of each situation. The execution and details of these specific operations becomes the responsibility of the sector officer, not command.
- **Improves firefighter safety** – allows each sector officer to maintain more direct control of the position and function of the companies assigned to their sectors at all times. Sector officers concentrate on their assigned areas and are in a position to move personnel based on incident conditions and the IC’s decisions.
Command Should Assign Sectors Based on the Following Factors:

- When the number of assigned and operating companies threatens to overload the IC’s ability to command. Direct tactical-level control should be delegated (earlier than later) to sector officers before the IC’s ability to manage is exceeded.
- When the IC forecasts that the situation will become a major operation, soon exceeding his/her span of control.
- When companies are involved in complex operations (Large interior or geographic area, hazardous materials, technical rescues, etc.)
- When companies are operating from tactical positions which Command has little or no direct control over (i.e. out of sight).
- When the situation presents specials hazards and close control is required over operating companies (i.e., unstable structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.).
- Name the sector according to its function or geographical location.

When establishing a Sector, the IC will assign each Sector Officer:

A. Tactical Objectives.
B. A radio designation (Roof Sector, East Sector, etc.)
C. The identity of resources assigned to the Sector.

Sectors Will Be Regulated By The Following Guidelines:

- It will be the ongoing responsibility of Command to assign Sectors as required for effective emergency operations; this assignment will relate to both geographic and functional Sectors.
- Command shall advise each Sector Officer of specific Tactical Objectives. The overall strategy and plan will and should be also provided (time permitting), so the Sector Officer has some idea of what's going on and how his assignment fits in.
- The number of Companies assigned to a Sector will depend upon conditions within that Sector. Command will maintain an awareness of the number of Companies operating within a Sector and the capability of that Sector Officer to effectively direct operations. If a Sector Officer cannot control the resources within the Sector, he/she should notify the Incident Commander so that Sector responsibilities can be split or other corrective action taken. During offensive fires five (5) companies represents a reasonable maximum span of control for a Sector Officer. During defensive fires seven (7) companies represents a reasonable maximum span of control.
- Sectors assigned to specific operating areas will be designated by directions (East Sector, North Sector, etc.). Where the incident has odd geographic boundaries (Grand Avenue) it may be confusing to assign directional designations to Sectors (East Sector, etc.). An alternate use of Sector A, B, C, or D may be used (see page 18). Sector "A" would be the front (street address side) of the building and the other Sectors would go clockwise around the building in alphabetical order.
In multi-story occupancies, Sectors will usually be indicated by floor numbers (Sector 15 indicates 15th floor). In some cases the floor Sector identification may be subdivided into geographic areas such as "Sector 15 East" or "Sector 15 West" depending on stairwell and floor access.

- Functional Sectors will be identified by the function (Loss Control Sector, Safety Sector, Ventilation Sector, etc.).

Sector Officers will use the Sector designation in radio communications (i.e. "North Sector to Command").

In many cases, the initial Sector responsibility will be given to the Company Officer who receives the initial assignment to a basic tactical position or function (north, treatment, roof, etc.)

As the incident expands, Command Officers will be assigned Sector responsibilities.

Command will assign a Command Officer to assume Sector responsibilities as soon as possible.

Regular Transfer of Command procedures will be followed in transferring Sector responsibility.

In some cases, a Sector Officer may be assigned to an area/function initially to evaluate and report conditions and advise Command of needed tasks and resources. The assigned Officer will proceed to the Sector, evaluate and report conditions to the Incident Commander, and assume responsibility for directing resources and operations within his/her assigned area of responsibility.

The Sector Officer must be in a position to directly supervise and monitor operations. This will require the Sector Officer to be equipped with the appropriate protective clothing and equipment for his/her area of responsibility. Sector Officers assigned to operate within the hazard zone must be accompanied by a partner (normally a F.I.T.). The Sector Officer should be readily identifiable and maintain a visible position as much as possible.

Sector Officers will be responsible for the following basic functions:

A. Directly supervise work in the sector.
B. Monitor personnel safety, accountability, and welfare.
C. Develop a sector IAP that integrates with the overall IAP.
D. Monitor work progress.
E. Redirect activities as necessary.
F. Coordinate actions with related activities, and adjacent Sectors.
G. Monitor welfare of Sector personnel.
H. Request additional resources as needed (on-deck crews etc.).
I. Manage Maydays within the Sector.
J. Advise the IC of situation status, changing conditions, progress, completion, and exception reports.
K. Re-allocate resources within the Sector.
L. Provide information for both formal and informal After Action Reviews (critiques).
M. De-commit companies as operations are completed.
When a command officer is assigned Sector responsibilities the FIT/ISO becomes the Sector Safety Officer.

Role of the FIT/ISO as a Sector Safety Officer (partnered with BC)

- Perform Sector Safety Officer function/role
- Assess safety concerns within sector
- Assist the BC with managing the sector (stay together)
- Manage accountability within the sector (hose tags too)
- Provide air management within the sector
- Manage work/rest cycles within the sector
- Manage the sector’s On-Deck crews recycle and rehab
- Establish communications with Safety Section (you will call them ‘Command’) once the IC has established the position and assigned a Safety Channel
- Coordinate with other sector safety officers

The primary function of a Company Officer working within a Sector is to direct the operations of their individual crews in performing assigned tasks. Company Officers will advise their Sector Officer of work progress, preferably face-to-face. All requests for additional resources or assistance within a Sector must be directed to the Sector Officer. Sector Officers will communicate with "Command".

Each Sector Officer will keep Command informed of conditions and progress in the Sector through regular progress reports. The Sector Officer must prioritize progress reports to essential information only.

Command must be advised immediately of significant changes, particularly those involving the ability or inability to complete an objective, hazardous conditions, accidents, structural collapse, etc.

When a Company is assigned from Staging to an Operating Sector, the Company will be told what Sector and which Sector Officer they will be reporting to. The Sector Officer will be informed of which particular companies or units have been assigned by the Incident Commander. It is then the responsibility of the Sector Officer to contact the assigned Company to transmit any instructions relative to the specific action requested.

Sector Officers will monitor the condition of the crews operating in their Sector. Relief crews will be requested in a manner to safeguard the safety of personnel and maintain progress toward the Sector objectives.

Sector Officers will insure an orderly and thorough reassignment of crews to Rehab Sector. Crews must report to rehab intact to facilitate accountability.
For buildings with odd geographic positioning, the front of the building always becomes "Sector A". Other alphabetical designations are provided in a clockwise flow around the building.
In multi-story occupancies, Sectors will be designated by floor number (Sector 6 indicates the 6th floor). In some cases the floor division identification may be subdivided into geographic areas such as "Sector 6 West" or "Sector 2 North" depending on stairwell and floor access. When operating in levels below grade such as basements the use of Sector is appropriate.
Command Structure - Expanding the Organization; Branch Officers

The Branch level of the organization is designed to provide COORDINATION between the Sectors and Command. Adding Branches to the incident organization decreases the communication load on the IC. Branch officers supervise and manage a number of Sector Officers, and report to the Incident Commander.

As the incident organization grows in complexity, and the span of control with Sectors is maximized, the Command Team (described on pages 9 & 10), may determine that an additional intermediate level within the Command Organization is needed. The Command Team will be working in a stationary command post (the Command Van) and the Senior Advisor has the responsibility to decide whether or not to expand the organization to include branches.

Strategic Level - Incident Commander

Coordination Level - BRANCH OFFICERS

Tactical Level - Sector Officers

Task Level - Companies

Branch Officers should be utilized at incidents where the span of control with Sectors is maximized or incidents involving two or more distinctly different major management components (i.e. a large fire with a major evacuation, a large fire with a large number of patients). The Incident Commander may elect to assign Branch Officers as forward positions to coordinate the activities between Sectors.

The intent of the Branch Level of the Command structure is to split an incident into manageable components and reduce the span of control. Branch Officers will normally be utilized at very large-scale incidents that involve two or more major components. The following types of incidents are examples where Branch Officers should be utilized:

- A Haz mat incident that requires a major evacuation.
- A large-scale incident spread over a wide geographic area.
- An incident with mass casualties and a significant hazard (for example: fire, Haz mat, plane crash, floods, etc.)
- Campaign high-rise fires
- Any incident where the number of Sectors exceed the span of control that can be effectively managed by the incident commander.
Branch Officers manage and direct activities of Sector Officers. Branch Officers operate on the Tactical Channel when sending or receiving information from Command. The radio designation of Branch Officers should reflect the function or geographic area of the Branch (for example: Fire Control Branch, Medical Branch, West Branch, etc.).

When Command implements Branch Officers the IC will assign a separate radio channel (not the tactical channel) for communications within the Branch. Sector Officers should be notified by Command of their new supervisor. This information should include:

A. What Branch the Sector is now assigned to.
B. The radio channel the branch (and Sector) is operating on.

Radio Communications will then be directed from the Sector Officer to the Branch Officer. Sector officers will still use the radio designation of Command when contacting their Branch Officer. Sector Officers will relay Branch and radio channel information to the Companies working in their Sector. Note: When providing radio information to the companies in their sector, Sector officers should obtain a PAR and insure that all members working in the sector are operating on the assigned radio channel.

Communications between the IC and Fire Branch are on the Tactical radio channel and radio designations are: “Command to Fire Branch” and “Fire Branch to Command”.

Communications between Fire Branch and West Sector are on channel A and radio designations are: “Command to West Sector” and “West Sector to Command”.

---

**Diagram:**

- **Incident Commander**
  - ↓ Tactical Channel ↓
  - ↑ Tactical Channel ↑

- **Fire Branch**
  - Assigned Channel ↓
  - ↑ Assigned Channel ↑
  - ↑ Tactical Channel ↑

- **Medical Branch**
  - Assigned Channel ↓
  - ↑ Assigned Channel ↑
  - ↑ Tactical Channel ↑

- **Sector Officers**
  - ↑ Assigned Channel ↑
  - West Sector
  - Roof Sector
  - North Sector

- **Triage Sector**
  - ↑ Assigned Channel ↑
  - Treatment Sector
  - Transportation

---
Branch Officers positions should be assigned to Chief Officers. Branch Officers operate in forward positions. They should utilize a Command Officer's vehicle as a forward Branch Command Post (when feasible). In these situations, Command must assign Officers in the Command Post to monitor each Branch radio channel.

Branch Officers are not limited to Operations. Any of the Section Officers may implement Branches within their individual sections as needed.
Command Structure - Expansion to Major Operations

Sections
As a small incident escalates into a major incident, additional organizational support will be required. As additional ranking Officers arrive on the scene, the Command Post organization (Team) may be expanded through the involvement of Command Officers and staff personnel to fill section positions. Section Officers assist the Incident Command Staff with the long term management of the incident and operate at the Strategic Level. The Incident Commander implements Sections as needed, depending on the situation, and priority of needs (One incident may only require a Logistics Section while another incident may require all the sections to be implemented.)

Where the communications system permits, Section Officers should operate on separate radio channels and utilize the radio designation that identifies their section (Planning, Logistics, etc.).

During the initial phases of the incident the initial Incident Commander and his/her staff normally carry out these four section functions. The Fire Department's involvement and needs at the incident scene can be divided into four sections. They are:

LOGISTICS SECTION
PLANNING SECTION
OPERATIONS SECTION
ADMINISTRATIVE SECTION

The Logistics Section is the support mechanism for the organization. Logistics provides services and support systems to all the organizational components involved in the incident. Command may assign the Logistics Section its own radio channel. The Logistic Section Officer may establish Sectors or branches for his/her section as needed.

Roles and Responsibilities:
- Provide rehab.
- Manage staging
- Provide and manage any needed supplies or equipment.
- Forecast and obtain future resource needs (coordinate with the Planning Section).
- Provide any needed communications equipment.
- Provide fuel and needed repairs for equipment.
- Obtain specialized equipment or expertise per Command.
- Provide food and associated supplies.
- Secure any needed fixed or portable facilities.
- Provide any other logistical needs as requested by Command.
- Collect and provide information for an After Action Review.
- Supervise assigned personnel
The Planning Section is responsible for gathering, assimilating, analyzing, and processing information needed for effective decision-making. Information management is a full-time task at large and complex incidents. The Planning Section serves as the Incident Commander's "clearing house" for information. This allows the Incident Commander to have a single person provide him/her with information instead of having to deal with dozens of information sources. Critical information should be immediately forwarded to Command (or whoever needs it). Information should also be used to make long-range plans. The Planning Section Chief's goal is to plan ahead of current events and to identify the need for resources before they are needed.

Roles and Responsibilities
- Evaluate current strategy and plan with the Incident Commander.
- Refine and recommend any needed changes to plan.
- Evaluate Incident Organization and span of control.
- Forecast possible outcome(s).
- Evaluate future resource requirements.
- Utilize technical assistance as needed.
- Evaluate tactical priorities, specific critical factors, and safety.
- Gather, update, improve, and manage information with a standard systematic approach.
- Facilitate an After Action Review and After Action Report.
- Liaison with any needed outside agencies for planning needs.

The Operations Section is responsible for the tactical priorities, accountability, safety and welfare of the personnel working in the Operations Section. The Operations Section Officer uses the tactical radio channel to communicate strategic and specific objectives to Sector Officers and/or Branch Officers.

Roles and Responsibilities:
- Coordinate activities with the Incident Commander.
- Implement the Incident Management Plan.
- Assign units to Sectors/Branches based on Tactical Objectives and priorities.
- Build an effective organizational structure through the use of Branches and Sectors.
- Provide Branches and Sectors Tactical Objectives.
- Manage Operation Section activities.
- Personnel Accountability.
- Provide for life safety.
- Determine needs and request additional resources.
- Consult with and inform other sections and the Incident Command Staff as needed.
- Collect and provide information for an After Action Review.

If the Operations Officer is located at the Command Post, he/she should use the radio designation of "Command". The vast majority of incidents can be effectively managed without an Operations Officer, or with the Operations Officer located at the Command Post. If the Operations Officer is located out of the Command Post at a "forward" position (i.e. in a high-rise building), he/she should use the radio designation of "Operations".
Implementing an "Operations" radio designation in the middle of a major incident can create confusion with radio communications. It is absolutely essential that all personnel operating at the incident be made aware of the activation of "Operations". All Sector Officers and/or Branch Officers must then direct their communications to the "Operations" Officer.

The Operations Officer will communicate with the Incident Commander to request additional resources, provide progress reports, etc.

Once implemented, "Operations" becomes a forward Command Post. As such the Operations Officer will need some personnel assigned to assist as staff members to help with radios, tactical worksheets, etc.

**The Incident Commander - Role and Responsibilities after Activation of an Operations Officer**

Once the Operations Officer is in place and functioning, the Incident Commander's focus should be on the strategic issues, overall strategic planning and other components of the incident. This focus is to look at the "big picture" and the impact of the incident from a broad perspective. The Incident Commander should provide direction, advice and guidance to the Operations Officer in directing the tactical aspects of the incident.

- Review and evaluate the plan, and initiate any needed changes.
- Provide on-going review of the overall incident (THE BIG PICTURE).
- Select priorities.
- Provide direction to the Operations Officer.
- Review the organizational structure, initiate change or expansion to meet incident needs.
- Initiate Section and Branch functions as required.
- Establish liaison with other city agencies and officials, outside agencies, property owners and/or tenants.
- Collect and provide information for an After Action Review.
- Other duties as necessary.

In order to maintain continuity and overall effectiveness, the Incident Commander and Operations Officer should normally be in the Command Post together.

**The Administration Section** evaluates and manages the risk and financial requirements for the Fire Department's involvement in the incident.

**Roles and Responsibilities:**

- Procurement of services and/or supplies from sources within and outside the Fire Department or City as requested by Command (coordinates with Logistics).
- Documenting all financial costs of the incident.
- Documenting for possible cost recovery for services and/or supplies.
- Analyzing and managing legal risk for incidents such as, a hazardous materials clean up.
- Serves as the Incident Commander's liaison with: City officials, Litigators (and other lawyer types). Regulatory agencies (EPA, OSHA, DOT, FBI, etc.).
- Monitors and coordinates emergency service delivery to the rest of the community during major incidents to ensure adequate coverage.

Administration Section Roles and Responsibilities (continued)
• Serves as the E.O.C. representative in the Command Post and provides briefings to the E.O.C. staff.
• Manage investigations (arson, etc.).
• Collect and provide information for an After Action Review.

The Administration Section is responsible for obtaining any and all needed incident documentation for potential cost recovery efforts, or litigation, including criminal charges.

Command Structure -- Expanding the Organization; Sections in place
PHOENIX REGIONAL
STANDARD OPERATING PROCEDURES

COMMAND PROCEDURES
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COMMAND TEAM

SENIOR ADVISOR  SUPPORT OFFICER  INCIDENT COMMANDER

LOGISTICS SECTION
- Staging
- Rehab
- Accountability
- Supplies
- Communications
- Equipment
- Fuel/Repairs
- Food/Fluids
- Fixed Facilities
- Debriefing
- Any Other Logistical Needs

ADMINISTRATIVE SECTION
- Procurement
- Cost Recovery
- Agency Liaison
- Liability
- Risk Management

PLANNING SECTION
- Technical Liaison
- Planning Functions

OPERATIONS SECTION

HAZMAT BRANCH
- DECON SECTOR
- RESEARCH SECTOR
- ENTRY TEAM SECTOR
- BACKUP TEAM SECTOR

EVACUATION BRANCH
- NORTH EVACUATION SECTOR
- EAST EVACUATION SECTOR
- WEST EVACUATION SECTOR
- RELOCATION SECTOR

FIRE CONTROL BRANCH
- NORTH SECTOR
- EAST SECTOR
- RESCUE SECTOR
- VENT. SECTOR

TREATMENT SECTOR
- MEDICAL BRANCH

Organizational Chart for a Hazardous Materials Incident

Expanding the Organization -- Major Incident
Organizational Chart for a Highrise Fire

Expanding the Organization -- Major Incident
DISPATCH POLICY

The Phoenix Fire Department will respond to any EMERGENCY situation that threatens LIFE, SAFETY or PROPERTY. In cases when the fire department is not the appropriate agency or is not capable of delivering the needed assistance, or if the situation is not a true emergency, an attempt will be made to place the caller in contact with an appropriate provider. The fire department will dispatch the closest available unit(s) with the assigned capability to control the emergency. The judgment of both dispatch and emergency response personnel is an integral part of the decision making process, taking into consideration both information received and the potential that exists.

Timely response and effective management of EMS, rescue and fire control situations represent the most immediate priorities of the fire department. Upon receipt of adequate information (location and nature of the emergency) Dispatch will send the appropriate assignment. Dispatch will upgrade the response, as required, until command is established upon the arrival of the 1st unit.

JURISDICTION

Emergency incidents within the city limits of Phoenix, Avondale, Chandler, Daisy Mountain, El Mirage, Glendale, Goodyear, Guadalupe, Laveen, Peoria, Sun City, Sun City West, Sun Lakes, Surprise, Tempe, Tolleson and Youngtown, and will be dispatched without regard to jurisdiction. Units will also be dispatched to borderline locations when Dispatch personnel cannot make accurate determination of the jurisdiction.

The Phoenix Fire Regional Dispatch Center also dispatches for Buckeye and Buckeye Valley. Both jurisdictions are dispatched under mutual aid guidelines.

Calls for assistance from public or quasi-public agencies outside the City limits will be dispatched as mutual aid incidents, with the approval of the individual jurisdiction’s Chief and/or BC, or the Phoenix Fire Department Shift Commander.

Calls for assistance from citizens outside the City limits will be transferred to the appropriate agency. If that agency requests mutual aid assistance, the Regional Dispatch Center will contact the appropriate jurisdiction for approval of the mutual aid request and dispatch accordingly.

CALL ROUTING

Determination of the nature of the problem may indicate that a caller does not have a true emergency and that fire department response is not necessary. The avoidance of unnecessary responses is a basic part of the dispatch function. The call routing process must not delay response to valid emergency incidents, but should attempt to verify the nature of questionable calls. When a positive determination of need for emergency response cannot be made, THE FIRE DEPARTMENT POLICY IS TO DISPATCH.
INCIDENT TAKER

The primary responsibility of the Incident Taker is to determine, without delay, the nature and location of the emergency, the source of the call (call back number), and to verify entry of the incident into the CAD system.

The Incident Taker determines the appropriate response (nature code) based on the information gathered from the caller. This information is necessary to process the incident. Additional details may be sent to responding units as they become available.

NATURE CODES

The Incident Taker enters the appropriate Nature Code, based on information derived from the caller. The CAD system determines the appropriate response based on the nature of the emergency, the location and the jurisdiction in which the incident is located. On some incidents the CAD system will select different types of capabilities, from different jurisdictions. This guarantees an appropriate response in the different cities that have varied capability requirements for similar incidents. (The call requirements listed in this document fulfill the city of Phoenix requirements only.)

UNIT SELECTION

The CAD system recommends the closest, most appropriate units for dispatch based on current unit location, capability and status information. The CAD system combines this information with the response type.

A response type is assigned to each Nature Code. The response type identifies the requirements needed on the assignment. Requirements can be identified by unit capability, such as engine or ladder, or by specific unit, such as BC2. Requirements are also expressed as primary or secondary. A unit can fulfill only one primary requirement. A unit can fulfill more than one secondary requirement.

When an incident is selected for dispatch, the CAD system builds an ordered unit consideration list. As a unit is considered for dispatch, its capabilities are inventoried against the outstanding response requirements. If it can satisfy any outstanding requirement it is added to the recommendation. The CAD system will continue to add units to the recommendation until all response requirements have been satisfied or all units have been exhausted. Some unit capabilities have distance limitations added to requirements. The system will not send certain types of units if they are out of the predetermined response range.

INCIDENTS

Nature Codes can be broken down into several different types of incidents. They include: Medical, Fire, Hazardous Materials, Technical Rescue and Service Calls. The following are
the Nature Codes, Nature Description and Response Requirements for the respective incident types.

**ALS Medical Calls**

Criteria: The requirements for ALS response are based on Emergency Medical Dispatch protocol (EMD).

Response Requirements: MPW, (BLS), (ALS). Capabilities in the ( ) are considered secondary requirements, if one unit fulfills all requirements only one unit will be suggested for dispatch.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Nature Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALLRG</td>
<td>Allergic Reaction</td>
<td>*DR</td>
<td>Drowning</td>
</tr>
<tr>
<td>ALOC</td>
<td>Altered Level of Consciousness</td>
<td>*DR2</td>
<td>Drowning w/2 pts</td>
</tr>
<tr>
<td>BOATA</td>
<td>Boat Accident**</td>
<td>*DR3</td>
<td>Drowning w/3 pts</td>
</tr>
<tr>
<td>CB</td>
<td>Childbirth</td>
<td>*ELEC</td>
<td>Electrocution</td>
</tr>
<tr>
<td>CHOKE</td>
<td>Person Choking</td>
<td>*GSW</td>
<td>Gunshot Wound</td>
</tr>
<tr>
<td>CHOKEC</td>
<td>Child Choking</td>
<td>HA</td>
<td>Heart Problems</td>
</tr>
<tr>
<td>CHOKEP</td>
<td>Pediatric Choking</td>
<td>*HANG</td>
<td>Hanging</td>
</tr>
<tr>
<td>*CODE</td>
<td>Code</td>
<td>INTB</td>
<td>Internal Bleeding</td>
</tr>
<tr>
<td>*CODEC</td>
<td>Child Code</td>
<td>MAT</td>
<td>Maternity Problems</td>
</tr>
<tr>
<td>*CODEP</td>
<td>Pediatric Code</td>
<td>OD</td>
<td>Overdose</td>
</tr>
<tr>
<td>CP</td>
<td>Chest Pain</td>
<td>POISN</td>
<td>Poison Ingestion</td>
</tr>
<tr>
<td>CVA</td>
<td>Stroke</td>
<td>*STAB</td>
<td>Stabbing</td>
</tr>
<tr>
<td>DB</td>
<td>Difficulty Breathing</td>
<td>TASER</td>
<td>PD Used Taser</td>
</tr>
<tr>
<td>DIAB</td>
<td>Diabetic Problem</td>
<td>UNC</td>
<td>Unconscious Person</td>
</tr>
</tbody>
</table>

* Indicates a Rescue would also be dispatched on the initial incident.
** For Lake Pleasant and Tempe Town Lake this Nature Code generates a 3-1-M.

**ALS or BLS Medical Calls**

Criteria: All medical calls are triaged using EMD protocols. The following nature codes default to a BLS response Code 3. The response is changed and sent as ALS when the caller provides information that meets the ALS criteria. The ALS response criteria are different for each nature code.

Response Requirements: BLS, (MPW)--for the default BLS. MPW, (BLS), (ALS)--when sent as ALS.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Nature Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABD</td>
<td>Abdominal Pain</td>
<td>HEAD</td>
<td>Headache</td>
</tr>
<tr>
<td>ASSLT</td>
<td>Assault</td>
<td>HEAT</td>
<td>Heat</td>
</tr>
</tbody>
</table>
Minor Medical Calls

Criteria: The patient has to meet the following criteria; no loss of consciousness, peripheral injuries only, head/face; arm: below elbow; leg: below knee, no trunk injuries, no impaled objects, no amputations, no severe bleeding.


<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Nature Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSLTM</td>
<td>Assault Minor</td>
<td>EYEM</td>
<td>Eye Injury Minor</td>
</tr>
<tr>
<td>BACKM</td>
<td>Back Injury/Pain Minor</td>
<td>FALLM</td>
<td>Fall Injury Minor</td>
</tr>
<tr>
<td>BITEM</td>
<td>Animal Bite Minor</td>
<td>INJM</td>
<td>Injured Person Minor</td>
</tr>
<tr>
<td>BURNM</td>
<td>Burn Injury Minor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CUTM</td>
<td>Cutting Minor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Violent Medical Calls

Criteria: The incident has been determined unsafe to respond directly to the scene. Units assigned to the incident shall stage until the Police Department secures the scene.

Response Requirements

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSWS</td>
<td>Gunshot Wound Stage</td>
<td>BLS, RES, BC, (MPW), (ALS)</td>
</tr>
<tr>
<td>STABS</td>
<td>Stabbing Stage</td>
<td>BLS, RES, BC, (MPW), (ALS)</td>
</tr>
</tbody>
</table>

Auto Accidents

Criteria: Any incident that involves injuries due to an automobile accident.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>962</td>
<td>Auto Accident</td>
<td>MPW, (BLS)</td>
</tr>
<tr>
<td>962A</td>
<td>Auto Accident</td>
<td>MPW, RES, (BLS), (ALS)</td>
</tr>
<tr>
<td>962BC</td>
<td>Auto Accident Inv. Bike</td>
<td>MPW, RES, (BLS), (ALS)</td>
</tr>
<tr>
<td>962F</td>
<td>Auto Accident w/Fire</td>
<td>RES, (BLS), (ALS), (ENG)</td>
</tr>
</tbody>
</table>
### Airport Incidents

**Criteria:** The alert classifications of aircraft emergencies are distinguished by the Federal Aviation Administration to describe an unsafe condition or situation involving an aircraft. The Fire Department Captain, from Station 19, will identify the appropriate alert to be dispatched on any aircraft emergency at Sky Harbor Airport.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Alert One</td>
<td>F1, F2, F3, AT19, E19, BC</td>
</tr>
<tr>
<td>A2</td>
<td>Alert Two</td>
<td>F1, F2, F3, AT19, BC, 2 ENG, LAD, (ALS)</td>
</tr>
<tr>
<td>A21A</td>
<td>1&lt;sup&gt;ST&lt;/sup&gt; Alarm Alert 2</td>
<td>F1, F2, F3, AT19, 4 ENG, LAD, 2BCs, CV, U, (ALS), (SDC), (ELEV)</td>
</tr>
<tr>
<td>A3</td>
<td>Alert Three</td>
<td>F1, F2, F3, E19, 2BC, E8, S8, 5 ENG, 2 LAD, CV, U, 3RES, (SDC), (ELEV), (TRT), (2 ALS), (CCU)</td>
</tr>
<tr>
<td>CRASH</td>
<td>Aircraft Down</td>
<td>2 ENG, LAD, BC, RES, U, 2BR, T, (ALS)</td>
</tr>
<tr>
<td></td>
<td>Off Airport</td>
<td>(EXT)</td>
</tr>
</tbody>
</table>

### Other Medical Incidents

**Criteria:** Unusual medical incidents that require additional equipment either due to the number of patients or circumstances of the incident.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>INJX</td>
<td>Injured Person w/Ext.</td>
<td>RES, (BLS), (ALS), (MPW), (EXT), (LAD)</td>
</tr>
<tr>
<td>MED2-1</td>
<td>Medical Emergency (2-1 Medical)</td>
<td>2 ENG, LAD, BC, 2 RES, (2ALS)</td>
</tr>
<tr>
<td>MED1A</td>
<td>Medical Emergency (1st Alarm Medical)</td>
<td>4 ENG, 2 LAD, 2 BC, 3 RES, RH, CV, U, (SDC), (3ALS)</td>
</tr>
</tbody>
</table>
Fire Incidents

Criteria: Incidents that require or could potentially need water capabilities to extinguish a fire.

Response Requirements: 1 ENG

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Nature Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALARM</td>
<td>Fire Alarm Indication</td>
<td>GRASS</td>
<td>Grass Fire</td>
</tr>
<tr>
<td>ALLEY</td>
<td>Alley Fire</td>
<td>ILLEG</td>
<td>Illegal Burning</td>
</tr>
<tr>
<td>APPLIA</td>
<td>Appliance Fire</td>
<td>OVEN</td>
<td>Oven Fire</td>
</tr>
<tr>
<td>BBQ</td>
<td>Barbecue</td>
<td>POLE</td>
<td>Pole Fire</td>
</tr>
<tr>
<td>BOATF</td>
<td>Boat Fire</td>
<td>SHED</td>
<td>Shed Fire</td>
</tr>
<tr>
<td>CAR</td>
<td>Car Fire</td>
<td>SMOKEO</td>
<td>Smoke Outside Structure</td>
</tr>
<tr>
<td>CARA</td>
<td>Car Fire Abv Grnd/Garage</td>
<td>TRANSF</td>
<td>Transformer Fire</td>
</tr>
<tr>
<td>CKELEC</td>
<td>Check Electrical</td>
<td>TRASH</td>
<td>Trash Fire</td>
</tr>
<tr>
<td>CKFOUT*</td>
<td>Check Fire Reported Out</td>
<td>TREE</td>
<td>Tree Fire</td>
</tr>
<tr>
<td>DEBRIS</td>
<td>Debris Fire</td>
<td>TRK</td>
<td>Truck Fire</td>
</tr>
<tr>
<td>DUMP</td>
<td>Dumpster</td>
<td>TRKA</td>
<td>Truck Fire Abv Grnd/Garage</td>
</tr>
<tr>
<td>FENCE</td>
<td>Fence Fire</td>
<td>UNKF</td>
<td>Unknown Fire</td>
</tr>
<tr>
<td>FIELD</td>
<td>Field Fire</td>
<td>VEH</td>
<td>Vehicle Fire</td>
</tr>
<tr>
<td>FUEL</td>
<td>Fuel Spill</td>
<td>VEHA</td>
<td>Vehicle Fire Abv Grnd/Garage</td>
</tr>
</tbody>
</table>

* Will send ladder if first due and backup with an engine

Fire Incidents (3-1's)

Criteria: A 3-1 assignment will be dispatched for structure fires that do not indicate the need for a First Alarm assignment.

Response Requirements: 3 ENG, LAD, 2 BC, RES (if within a 4-mile radius)

(RIC)–Working 3-1’s receive a RIC assignment. A RIC assignment consists of a 3-1 plus ENG, RES, U, CCU, RH

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Nature Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACUNIT</td>
<td>Air Conditioner</td>
<td>SMOKEI</td>
<td>Smoke Inside Structure</td>
</tr>
<tr>
<td>APT</td>
<td>Apartment Fire</td>
<td>STOVE</td>
<td>Stove Fire</td>
</tr>
<tr>
<td>CAREXP</td>
<td>Car Fire w/Exposures</td>
<td>STR</td>
<td>Structure Fire</td>
</tr>
<tr>
<td>*CARU</td>
<td>Car Fire Underground</td>
<td>TRAIN</td>
<td>Train Fire</td>
</tr>
<tr>
<td>DRYER</td>
<td>Dryer Fire</td>
<td>TRKEXP</td>
<td>Truck Fire w/Exp</td>
</tr>
<tr>
<td>GARAGE</td>
<td>Garage Fire</td>
<td>TRKU</td>
<td>Truck Fire Underground</td>
</tr>
<tr>
<td>HOUSE</td>
<td>House Fire</td>
<td>VEHEXP</td>
<td>Vehicle Fire w/Exp</td>
</tr>
<tr>
<td>**HR3-1</td>
<td>High-Rise</td>
<td>*VEHU</td>
<td>Vehicle Fire Underground</td>
</tr>
</tbody>
</table>
MOBILE  Mobile Home Fire  ***1000  Code 1000

*  VENT1 is added to the normal assignment
**  HOSE, 2 high-rise units are added to the normal assignment
***  Assignment does not necessarily indicate a structure fire, but the potential risk warrants this assignment.

Fire Incidents - First Alarms

Criteria: A First Alarm will be dispatched for structure fires when reports indicate this level of resource may be needed. This may be based on reports that indicate an actual or potential situation. A First Alarm may be dispatched for other types of incidents at the discretion of Dispatch personnel.

Response Requirements: 5ENG, 2LAD, RES, 2 BC, SDC, NDC, CV, U, RH, C957, C307 (if within a 4-mile radius), (SC), (ALS)

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>APT1A</td>
<td>Apartment Fire</td>
<td></td>
</tr>
<tr>
<td>COMM</td>
<td>Commercial Structure</td>
<td></td>
</tr>
<tr>
<td>*HR1A</td>
<td>Structure Fire High Rise</td>
<td></td>
</tr>
<tr>
<td>HOUS1A</td>
<td>House Fire</td>
<td></td>
</tr>
<tr>
<td>STR1A</td>
<td>Structure Fire</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Requires the following additional capabilities: 2 U, HOSE, (E1), (E2), (L1) (RIC1A)—Working first alarms receive a RIC assignment: 2 ENG, LAD, 5 BC</td>
<td></td>
</tr>
</tbody>
</table>

Brush Fires

Criteria: Brush assignments will be dispatched for reported vegetation fires. A Still Brush assignment will be dispatched for vegetation fires that are small in nature. A Brush assignment will be dispatched for vegetation fires that are serious in nature. A First Alarm Brush assignment will be dispatched for vegetation fires that have the potential of a major situation and this level of resources will be utilized.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRST</td>
<td>Brush Assignment (Still Brush)</td>
<td>ENG, BR</td>
</tr>
<tr>
<td>BR</td>
<td>Brush Assignment</td>
<td>2 ENG, 2 BR, TANKER, BC</td>
</tr>
<tr>
<td>BR1A</td>
<td>Brush Assignment (1st Alarm Brush)</td>
<td>5 ENG, 4 BR, 2 TANKERS, 2 BC, U, RH, CV, R-41, SDC, NDC</td>
</tr>
</tbody>
</table>
Hazardous Materials

Hazardous Materials assignments will be dispatched for incidents reported to involve hazardous materials. Hazardous Materials situations MAY include fire, spills, transportation accidents, chemical reactions, explosions and similar events. Hazards may include toxicity, flammability, radiological hazards, chemical reactions and combinations of factors. Hazardous Materials Assignments have five levels of response: HAZ, HAZ2-1, HAZ1A, HAZMED, and 2A Hazardous (All second alarm assignments are listed under the Greater Alarm Section).

Criteria: A HAZ assignment will be dispatched on calls that involve hazardous materials of a minor nature. A HAZ2-1 assignment should be dispatched on most situations involving leaks or spills of hazardous materials. This includes situations that appear to be manageable and do not create a major risk to the public by virtue of location, amount or type of hazard. A HAZ1A assignment should be dispatched for incidents that indicate a major potential danger by virtue of materials involved, quantities, location, fire or explosion danger and number of people exposed.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>CKHAZ</td>
<td>Check Hazardous Situation</td>
<td>MPW</td>
</tr>
<tr>
<td>DL</td>
<td>Drug Lab</td>
<td>ENG, AHE, C957, C599, GSPSN, C274, (AHT)</td>
</tr>
<tr>
<td>FUELH</td>
<td>Fuel Spill</td>
<td>ENG, AHE, C957, C599, GSPSN, C274, (AHT)</td>
</tr>
<tr>
<td>GASL</td>
<td>Natural Gas Leak</td>
<td>ENG, AHE, C274, (AHT), (MPW)</td>
</tr>
<tr>
<td>GASM</td>
<td>Broken Natural Gas Main</td>
<td>2 ENG, LAD, BC, AHE, C957, C274, (AHT)</td>
</tr>
<tr>
<td>GASS</td>
<td>Natural Gas Leak Inside</td>
<td>2 ENG, LAD, BC, AHE, C957, C274, (AHT)</td>
</tr>
<tr>
<td>HAZ</td>
<td>Hazardous Situation (Special Duty Hazardous)</td>
<td>ENG, AHE, C957, C599, GSPSN, (AHT)</td>
</tr>
<tr>
<td>HAZ2-1</td>
<td>Hazardous Situation (2-1 Hazardous)</td>
<td>2 ENG, LAD, AHE, BC, C957, C599, C274, C307, GSPSN (AHT)</td>
</tr>
<tr>
<td>HAZ1A</td>
<td>Hazardous Situation (1st Alarm Hazardous)</td>
<td>4 ENG, 2 LAD, CV, 2 BC, C93, C957, C85, C599, C274, GSPSN, 2U, C307, (SC), (4 AHT), (2 ALS), (2 AHE)</td>
</tr>
<tr>
<td>HAZMED</td>
<td>Hazardous Situation (1st Alarm Hazardous Medical)</td>
<td>4 ENG, 2 LAD, CV, 2 BC, C93, C957, C599, C274, GSPSN, 3 RES, C307, C85, 2 U, (SC), (4 AHT), (2 ALS), (2 AHE)</td>
</tr>
<tr>
<td>NBC</td>
<td>Hazardous Situation (Nuclear, Biological, Chemical)</td>
<td>MPW, AHE, 2 BC, C957, C599, GSPSN, (AHT)</td>
</tr>
</tbody>
</table>

AHT=Advanced Hazardous Team (E4, L4, E41, E38, etc.)
AHE=Advanced Hazardous Equipment (HM4, HM41, HM38, etc.)
Technical Rescue

Criteria: Incidents that may require specialized equipment and training to extricate the patient(s). These incidents include confined space rescue, trench rescue, high angle or rope rescue, water rescue, structural collapse, mountain and tree rescues.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSPACE</td>
<td>Confined Space Rescue</td>
<td>MPW, U, C599, C957, C274, CMD, C307, (3TRT), (2TS), (AHT), (AHE), (ALS)</td>
</tr>
<tr>
<td>HVYRES</td>
<td>Heavy Rescue</td>
<td>ENG, LAD, BC, E8, S8, C957, C274, C307, (2 TRT), (TS), (2ALS)</td>
</tr>
<tr>
<td>MTNRES</td>
<td>Mountain Rescue</td>
<td>MPW, 2 TS, C957, C307, (3 TRT)</td>
</tr>
<tr>
<td>RES</td>
<td>Rescue Call</td>
<td>ENG, LAD, BC, 2 TS, C957, C274, C307, (2 TRT)</td>
</tr>
<tr>
<td>RES2-1</td>
<td>Rescue Call</td>
<td>ENG, LAD, BC, E8, S8, C957, C274, C307, (2 TRT), (TS), (2ALS)</td>
</tr>
<tr>
<td>RES1A</td>
<td>Rescue Call</td>
<td>2ENG, LAD, BC, RH, U, C957, C93, C599, C274, (SC), (ALS), (3 TS), (3 TRT), (AHT), (AHE), (RES)</td>
</tr>
<tr>
<td>TREERS</td>
<td>Tree Rescue</td>
<td>ENG, LAD, BC, C957, C274, (2 TRT), (TS), (ELV)</td>
</tr>
<tr>
<td>TRENCH</td>
<td>Trench Rescue</td>
<td>ENG, LAD, BC, TS, E8, S8, C957, (2 TRT), (2 ALS)</td>
</tr>
<tr>
<td>WATER</td>
<td>Water Rescue</td>
<td>ENG, LAD, BC, 2 TS, C957, C274, (2 TRT)</td>
</tr>
</tbody>
</table>

TRT=Technical Rescue Team (E8, E12, L12, E28, etc.)
TS=Technical Support (S8, S12, S28 etc.)

Service Calls and Other Miscellaneous Incidents

Criteria: Service Calls will also be dispatched for non-emergency situations. Deployment will select the appropriate Nature Code that best describes the situation. On some of the calls, the Incident Taker recommends a Code 2 or Code 3 response.

<table>
<thead>
<tr>
<th>Nature Code</th>
<th>Description</th>
<th>Response Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSPD</td>
<td>Assist PD</td>
<td>MPW</td>
</tr>
<tr>
<td>*BARHOS</td>
<td>Barricade/Hostage Sit.</td>
<td>ALS, BC, (MPW)</td>
</tr>
<tr>
<td>*BEE</td>
<td>Bee Assignment</td>
<td>ENG, LAD, BC</td>
</tr>
<tr>
<td>CCTC</td>
<td>Central City Treatment</td>
<td>No Suggestion</td>
</tr>
<tr>
<td>CKBEE</td>
<td>Check Bees</td>
<td>MPW</td>
</tr>
<tr>
<td>CKELEC</td>
<td>Check Electrical</td>
<td>ENG</td>
</tr>
<tr>
<td>CKWELF</td>
<td>Check Welfare</td>
<td>BLS, (MPW)</td>
</tr>
</tbody>
</table>
PHOENIX REGIONAL
STANDARD OPERATING PROCEDURES

COMMUNICATIONS
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COMCAR  Crisis Care  CCU
CROWD  Check Overcrowded Situation  MPW
DRILL  Drill  No Suggestion
ELEV  Check a Stuck Elevator  MPW
*ENG  Misc. Engine Resp  ENG
FLOOD  Check Flooding Condition  MPW
FUEL  Fuel Spill  ENG
FUELF  Fuel Spill  ENG, FOAM
*LAD  Misc. Ladder Resp  LAD
LOCK  Lockout  MPW
MA  Mutual Aid  NO Suggestion
ODOR  Check an Odor  MPW
OH  Open Hydrant  MPW
POOL  Check an Unsafe Pool  MPW
REFRIG  Check a Refrigerator  MPW
SERV  Service Call  MPW
SNAKE  Snake Removal  MPW
TEST  Test Dispatch  No Suggestion
*UTIL  Misc. Utility Truck Resp  U
*WIRES  Ck Wires Down  MPW

*Indicates the call will not be sent in an AOI response. See Responding section for further details.

SUPPLEMENTAL DISPATCH

Depending on the resources desired additional units can be dispatched to an incident in several methods. Units may be special called, an assignment can be balanced or a greater alarm may be requested.

Special Call

A Special call is a request for the dispatch of any combination of additional unit types, unit capabilities or specific units. The requestor must specify the desired quantity of unit types or capabilities or the specific units desired.

When formulating a recommendation for a special call, no consideration is given to the units already assigned to the incident. All response requirements for the special call request are satisfied by the recommendation of additional units.

Balance of Assignment

A balance of assignment is a request for the dispatch of the additional units necessary to upgrade the response type. Either the desired response type or a specific nature code must
be specified. If a nature code is specified, the CAD system will determine the response type based on the specified nature code and the jurisdiction in which the incident is located.

When formulating a recommendation for a balance of an assignment, the CAD system first determines which response requirements for the new response type are satisfied by the units that are already assigned to the incident. The CAD system then recommends additional units to satisfy any outstanding response requirement.

**Greater Alarm**

A Greater Alarm is a request for the dispatch of additional units using predefined requirement sets. A greater alarm request requires both a **Greater Alarm Type** and the **Response Level**.

When formulating a recommendation for a greater alarm, no consideration is given to the units already assigned to the incident. All response requirements for the greater alarm are satisfied by the Response Level indicated. Assignments should be balanced up to and including a First Alarm-RIC. When an assignment is balanced, the system does take into consideration the units currently assigned to the incident. Therefore, an incident can go from a single engine response, such as a tree fire, and if requested to be balanced to a first, the system will fulfill all requirements necessary for a first alarm. However, this does not occur after a first alarm. If an assignment is at a 3-1 level and it is determined that a Second Alarm is required, if a Second Alarm is requested and entered, that is all that will be suggested. The CAD system does not try and fulfill the First Alarm assignment prior to sending the second. Each alarm level is unique in capability requirements.

*Response Levels do not have to be equivalent to Alarm Levels*, however, often times they are. The response level requested for a greater alarm request should reflect the level of resources required, not necessarily the next alarm level.

**Example:** An incident may be a Third Alarm Structure and may require the components of a Hazardous assignment. The assumption is to ask for a Fourth Alarm Hazardous. If, however, a Fourth Alarm Hazardous is requested, no Hazardous Materials capabilities would be added to the assignment. At this point, a Second Alarm Hazardous should be requested.

**Specific Types of Second Alarms**

Second Alarms are dispatched at the request of command, when the need is indicated. Command should ask for the specific type alarm needed to continue managing the incident: If a First Alarm brush is being used and Command wants to provide relief for crews, Command should call for a Second Alarm Rehab.

The capabilities dispatched on specific Second Alarms are indicated below:

**BRUSH**

4 ENG, 4 BR, 3 TANKERS, CV, 2 U, R-41, RH, 6 BC, (SC)
HAZARDOUS  4 ENG, 2 LAD, 6 BC, U, RH, (SC), (HM4), (3 AHT), (2 AHE), (ALS)
HIRISE      4 ENG, 3 LAD, 6 BC, 2 U, RH, S8, HOSE, (SC), (2TRT)
MEDICAL     4 ENG, 2 LAD, 6 BC, 4 RES, U, RH, (3 ALS), (SC)
REHAB       4 ENG, 2 LAD, 6 BC
RESCUE      4 ENG, 2 LAD, TS, 6 BC, 2 U, RH, (ALS), (2 TRT), (S8), (AHT), (AHE), (SC)
STRUCTURAL  6 ENG, 3 LAD, 6 BC, U, RH
STRUCT/MED  6 ENG, 3 LAD, 6 BC, U, RH

Greater Alarms

Third Alarms and greater still require a specific type of alarm to be requested; however the capabilities recommended will be generic. The following capabilities are recommended on the Greater Alarm assignments:

Third Alarm:  4 ENG, 2 LAD, 1 BC
Fourth Alarm: 4 ENG, 2 LAD, 1 BC
Fifth Alarm:  4 ENG, 2 LAD, 1 BC

CHANNEL 1 DISPATCHER

The Channel 1 dispatcher is responsible for reviewing the units suggested for dispatch by the CAD system. The dispatcher may modify the unit selection based on additional information or circumstantial factors.

The dispatcher transmits the call to the assigned units by depressing the DISPATCH button, sending the information to the FIRE STATION TERMINALS and Mobile Computer Terminals (MCTs).

The voice dispatch message is broadcast over FIRE CHANNEL 1 giving:

- Dispatch Tone
- Companies Assigned
- Tactical Radio Channel
- Type and/or Nature of Incident
• Location
• Companies Assigned
• Tactical Radio Channel

DURING PERIODS OF HIGH ACTIVITY THE DISPATCH MESSAGE MAY BE MODIFIED TO ADVISE UNITS TO CHECK MCT’s FOR DISPATCH.

IMMEDIATE DISPATCH

Specific high priority incident natures are flagged for immediate dispatch upon incident entry. Additionally, incident takers have the ability to cause any incident to be dispatched immediately upon entry in the CAD system. During an immediate dispatch the station terminals and MCT’s will receive the dispatch information as soon as the Incident Taker enters the call. The Voice Dispatch will occur when the call is processed through Channel 1. The time elapsing between station alerting and voice dispatch will depend upon the level of activity at the dispatch position.

SELF DISPATCH

Units may add themselves to an incident by an AU function on their MCT. Companies adding on to an assignment must advise the TRO on the assigned Tactical Channel if they are substituting for another unit or responding in addition to the original assignment. The TRO will cancel the original unit dispatched if the substituting unit is closer to the scene.

The TRO will advise Command Officers of units responding in addition to the dispatched assignment. The updated dispatch message will be transmitted to all responding units via MCT.

INITIATING INCIDENTS

Units initiating new incidents should request the desired assignment and give the nature and location to the Channel 1 Dispatcher. Additional information and reports should be given on the assigned Tactical Channel after dispatch.

USE OF MCT

Units changing status or performing routing transactions should use MCTs to communicate with the CAD system directly. This relieves traffic on voice channels and increases efficiency of the entire system. If the MCT is inoperative, transmit over the appropriate radio channel. The appropriate channel while assigned to an incident is the Tactical Channel. If not assigned to an incident, status changes are made on Channel 1.
WORKING INCIDENT NOTIFICATION

Dispatch will sound the ALL CALL tone and make a general announcement over Channel 1 of the following incidents:

- Greater Alarms
- Working 1st Alarm fires
- EMS incidents, brush fires, hazardous situations, etc., that involve four or more companies

MOVE-UP POLICY

The Dispatch Supervisor / Battalion Chief is responsible for relocating units to maintain the best available coverage for the entire dispatch jurisdiction. This responsibility includes the authority to request companies from neighboring cities and to control or cancel scheduled and non-scheduled non-emergency activities.

Moved-up companies retain their normal identity ("Engine 14 out of Station 30").

The need for move-up companies should be evaluated whenever:

- A working fire is declared.
- Three or more units are committed to an incident in an outlying area.
- Greater alarms are dispatched.
- Simultaneous incidents occur in one area of the City.
- Coverage in an area is compromised.
- Two or more adjacent first due areas will be uncovered for more than 30 minutes.

Move-ups will be Code 2 unless advised to respond Code 3 due to a critical gap in coverage.

If overall coverage in the City falls below 12 engine companies and three ladder companies, Dispatch will immediately notify the Shift Commander who has the responsibility to authorize the recall of off duty personnel to staff reserve companies.

CHANGE OF STATUS

All companies are in either AVAILABLE or UNAVAILABLE status at all times. The status refers to the company’s availability to accept a dispatch. Units assigned to an incident are considered UNAVAILABLE until released. The exception to this is during AOI calls; see Responding section for further details.

Units that are Available on Radio (AOR) or Available out of Vehicle (AOV) shall monitor Channel 1.
Units changing their status to UNAVAILABLE should report to Deployment by radio or telephone the reason and the length of time they will be unavailable. When becoming available again, units are responsible to report this status change to Deployment.

It is important that company officers contact Deployment prior to putting their unit unavailable. Deployment will determine any need for the unit to stay in service.

**TACTICAL RADIO OPERATOR (TRO)**

The Tactical Radio Operator handles all communications between units assigned to an incident and Deployment on the assigned Tactical Channel. All units responding to an incident shall switch to the assigned channel immediately after dispatch.

**Acknowledgement**

All units responding to alarms shall acknowledge dispatch by radio or by Mobile Computer Terminal (MCT).

If Deployment does not receive an acknowledgment within one minute, the (TRO) will request acknowledgment by radio on all channels.

Deployment will send a cover company if no reply is received after three attempts, while continuing attempts to contact the original company on all other radio channels. If unable to contact, the company will be placed unavailable and the appropriate Battalion Chief notified of the circumstances.

**Responding**

All fire and EMS responses will be Code 3 unless otherwise indicated by Deployment or Command. Units responding to calls on the freeways will proceed Code 2. The minor medical incidents listed previously and some service calls will be dispatched Code 2. Units will remain Available On Incident (AOI) while responding. If the company officer makes the decision to respond Code 2 on a Code 3 call, advise Deployment or type C2 on MCT and send. Similarly, if the company officer makes the decision to respond Code 3 or a Code 2 call, advise Deployment or type C3 on MCT and send.

Available On Incident is a feature that allows a company assigned to a low priority incident to be re-dispatched on a higher priority call if they are the closest unit. This occurs automatically only on the pre-identified AOI type calls and when a unit is in a responding mode. Only calls that are a Code 2 response will be considered as AOI.

A unit dispatched on a Code 2, AOI call will automatically become AOI after acknowledging response to the initial call. After acknowledgement they will remain AOI until they arrive on the scene. Once a unit places themselves onscene of an incident, they are no longer considered available for dispatches until they return to an available status.
• If a company officer determines they do not want to be AOI while responding, they may indicate they are traveling Code 3 to the incident via radio or MCT. The MCT command to cancel an AOI response is UOI (Unavailable on Incident); the unit may continue to respond code 2 in a UOI status. When a unit is traveling Code 3 to an incident they are not available for other calls.

• Once a crew arrives onscene of an incident and have determined they could leave the call promptly to take another call, they can place themselves Available On Incident again either via radio or MCT.

• Units will not be re-routed while responding to an incident if more than 10 minutes have elapsed from initial dispatch.

While responding, companies may communicate with one another if radio traffic permits. Effective communications during this period can set the stage for effective action and improve the overall rescue and fire attack effort. Factors such as occupancy hazards, access, traffic conditions and response routes may be communicated.

Company officers should review tactical information on their MCT, map books and any pre-fire planning information carried on the vehicle for specific tactical information. Subsequent arriving units should monitor radio traffic to be fully informed of the situation based on reports of the first arriving units.

Additional Information / Subsequent Calls

The TRO will relay any additional information gained from subsequent calls as soon as possible. Additional information and updates will be transmitted to the MCTs of all responding units.

Companies needing specific additional information shall request it from the TRO.

On-scene Reports

Units arriving at the scene of incidents should report "ON SCENE" by MCT. No voice message is necessary when only one unit is responding, unless conditions at the scene are obviously different from the reported nature of the incident.

When more than one unit is responding, the first arriving unit should report "(Unit ID) on the scene" on the assigned Tactical Channel in addition to the MCT message.

Size-up Report

The first unit arriving at the scene of a 3-1 or a 1st Alarm will give a brief size-up report describing the situation.
For structure fires, the report should include:

**Apparent conditions**
- Nothing showing (indicates checking)
- Smoke showing (amount and location)
- Fire showing (amount and location)
- Working fire
- Fully involved

**Structure type**
- Occupancy
- Size (large, medium, small)
- Height (assumed 1 story unless reported)

**Action taken**
- Assuming command
- Passing command
- Laying line
- Attacking with... etc.

**Attack Strategy**
- Offensive or Defensive
- IRIC--in place and identify

**Accountability location**
- North, South, East, or West

A size-up report is also required for brush fires and any other significant incidents.

**Command**

Once command has been established, all routing communication between Deployment and an incident will be directed through Command.

**Progress Reports**

During active firefighting operations, Command will provide Deployment with regular progress reports or whenever significant tactical plans are changed or unusual situations are encountered. The first progress report should be given after initial action has been implemented and should include the correct address and an improved description of the building and fire conditions if the arrival report was incomplete. The first report should include the declaration of a working fire. This assists Deployment in making move-up decisions. The TRO will repeat significant facts from all progress reports for the information of monitoring units and document in the incident history.
Working Fire

The term Working Fire indicates a situation that will require the commitment of all responding companies. This report advises Deployment that the companies will be engaged in tactical activities and will be held at the scene for an extended period of time.

When notified of a Working 3-1, Deployment will:

1. Dispatch a RIC assignment (ENG, RES, U, RH, CCU)
2. Address the need for a Fire Investigator.
3. Dispatch PD for traffic and crowd control.
4. Dispatch appropriate gas and electric companies.
5. Change the status to a Working Fire, which starts elapsed time notifications.
6. Make move-ups to affected area
7. Document progress reports, sectors, assignments, emergency traffic, and elapsed time notifications and append additional information provided from Deployment members in the Incident History.

When notified of a Working First Alarm, Deployment will:

1. Dispatch a RIC Assignment (2 ENG, 1 LAD, RES, BC)
2. Change Tactical Channel assignment for other incidents to provide a clear channel.
3. Dispatch Police Department for traffic and crowd control
4. Assign a TRO to monitor/work Channels 2 and 3 for Staging and Safety sectors.
5. Dispatch a Fire Investigator
6. Dispatch gas and electric companies
7. Document progress reports, sectors, assignments, emergency traffic, and elapsed time notifications and append additional information provided from Deployment members in the Incident History.
8. Be prepared to dispatch further assistance.
9. Be prepared to dispatch any special agencies or equipment when the need is indicated.
10. Make move-ups to affected area.
11. Make notifications to pertinent personnel.

Deployment will monitor radio traffic on all incidents to anticipate the needs of Command.

Any fire at a school facility, requires the State Fire Marshall to be contacted. The on-duty State Fire Marshall will use his/her discretion as to response.

Staging

Units arriving in Staging, Level I or Level II, will depress the "STG" key on their MCT. If assigned to a sector or task on the fireground the "ON-SCENE" key shall be depressed.
Units arriving in Level I Staging will report their identity and direction from the scene on the assigned Tactical Channel.

If Level II Staging is requested by Command, Deployment will announce the staging location and the staging channel when the additional units are dispatched. Units responding should direct any staging inquiries to the Tactical Channel being used for Staging, rather than the Tactical Channel assigned to the incident. Typically Staging will be assigned to either Channel 2 or 3. The driver of the CV will coordinate information on the Staging Channel until an officer assumes the position of the Staging Officer. Units arriving at the Level II Staging Area will report in person to the Staging Officer. The Staging Officer will manage all radio communications to and from the Staging Area.

**Incident Status & Milestones**

The following are the four different incident status changes that need to be indicated: Working Fire (WF), Working Haz Mat (WHZ), Code (CO), or Major Medical (MM). When these status changes occur, the TRO will enter a specific command. For Working Fire and Working Haz Mat incidents, this change will prompt ELAPSED TIME NOTIFICATIONS. The system will generate an elapsed time notification every 5 minutes until the incident is placed Under Control. The TRO will verbally pass this information to the Incident Commander until the situation is declared under control or Command requests to discontinue notifications.

The following are the definitions of the Incident Milestones:

All Clear (AC): Can be used on a fire or medical incident. On fire calls an All Clear indicates the fire building and all exposures have been searched and all civilians evacuated. In the case of a building that is well involved in fire, the All Clear may be delayed and not come until the fire is out. For medical calls, it indicates the patient has been extricated. It is used most commonly when patients have been trapped in a vehicle in a 962, or during a water or mountain rescue when the patient has been removed from the endangered area.

Command Terminated (CT): There is no longer a single person in charge of the incident. Communications can be held with anyone still on the scene.

Immediates Transported (IT): All patients triaged as an “immediate” have been transported.

Loss Stopped (LS): Salvage has been completed and there should be no more damage to the building involved.

Patient Contact (PC): First unit has made contact with patient.

Rescue Contact (RC): Rescue has made contact with patient.
Personnel Accountability Report (PAR): All personnel assigned to a particular work area or sector has been accounted for. It is used to confirm there are no missing fire personnel on the incident site.

Primary All Clear (PAC): Primary search has been completed.

Secondary All Clear (SAC): A more comprehensive search of the building has been completed.

Triage Complete (TC): All patients have been triaged.

Under Control (UC): The fire has been contained, and will not extend. It does not mean the fire is out. It may also be used during Haz Mat calls, indicating a leak has been secured.

Utilities Secured (US): The power has been shut off to the occupant.

Ventilation Complete (VC): The task of ventilation has been completed.

RETURNING COMPANIES

Only Command can release companies from an incident. Command will indicate the units to "HOLD" at the scene, report the nature of the actual situation found and release the remainder of the assignment. The TRO will retransmit this report from Command and document the "HOLD" in the incident history. The balance of the assignment will automatically return to service, changing status to AOR. Committed companies returning back to service will change status to AOR when ready.

SECTORS

Sector officers should use face-to-face communications with assigned companies as much as possible, but should keep Command informed of progress via radio on any problems encountered and significant progress.

Command may assign sector officers to UHF frequencies to relieve traffic on the tactical channel.

STAFF

Staff members with fireground responsibilities will respond to greater alarms for assistance with various sector functions. Staff members will report in person to the Command Post and will automatically assume sector duties in their area of responsibility unless ordered otherwise.
Communications from staff personnel should be with Command as much as possible; however, there will be situations that require direct communications with Sector Officers. Staff communications should be face to face as much as possible.

**VHF RADIO PROGRAMMING ASSIGNMENT/VALLEYWIDE FIRE CHIEFS PLAN**

24 Channel Radios - Motorola Saber I E VHF

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+ Indicates channel programming consistency with Valley wide Automatic Aid Agencies.
* Not monitored in Dispatch Center
# Optional per each agency.
A Tactical Channel will be assigned by Dispatch for each incident. Command may request a "CLEAR CHANNEL" for a working incident. When requested, Dispatch will direct units on other incidents to an alternate Tactical Channel.

Command may also assign units to UHF-1. This channel is primarily assigned to Command Officers and FITS. At Hazardous Materials Incidents UHF-1 will be utilized by Haz Mat Team personnel.

The REPEATER FUNCTION on UHF-2 should be used only for long-range communications (beyond portable-to-portable range).

ORDER MODEL

Radio communications will be regulated by the following order model guidelines.

1. Sender will give unit ID and call the receiver by their unit ID.
2. Receiver will give their ID to indicate they are ready to receive.
3. Sender will then extend message, order, etc.
4. Receiver will give ID and acknowledge receipt of message. A brief restatement is the best acknowledgment.
5. Dispatch will acknowledge all communications directed to it by a brief restatement of the message, with particular attention given to repeating on the scene, size-up and progress reports, recall reports, requests for additional resource and all Incident Status changes and milestones.

MAY DAY

"May Day" is a term to be used only in the event of a lost or trapped firefighter. (See “May Day” communications for further details.) A well-defined communications structure is essential in any rescue operation. Deployment will play a crucial role in ensuring the effective rescue of firefighters.

EMERGENCY TRAFFIC

The term "EMERGENCY TRAFFIC" will be utilized by any unit encountering an immediately perilous situation and will receive the highest communications priority from Deployment, Command and all operating units. Units may initiate emergency communications by depressing the red emergency button on their MCT, or by verbally contacting Dispatch.

EXAMPLE: "L11 to Dispatch with emergency traffic." Dispatch will immediately activate special tone. The unit will transmit their message. Dispatch will repeat message one time.
If Dispatch does not acknowledge (special tone not activated), unit will then establish contact with Command and transmit the emergency message. Command will then re-initiate emergency traffic sequence with Dispatch.

THE AIR ABSOLUTELY BELONGS TO ANY UNIT GIVING "EMERGENCY TRAFFIC"

UNIT DESIGNATION

For radio communications, the following designations will be recognized as standard:

- Dispatch & Deployment: Dispatch (Alarm)
- Officer of any unit: Unit ID
- Engineer of any pumper: Pump
- Engineer of any ladder: Truck
- Firefighter on any unit: E1, FF Smith
- Battalion Chiefs: Battalion
- District Commander: District
- Shift Commander: South Deputy, North Deputy

RADIO CODE

"Plain language" radio messages should be used in preference to numerical codes to facilitate understanding. There is no official Phoenix Fire Department radio code.

The following code messages (from the Police radio code) may be used in sensitive situations, when a plain language message could cause a problem at the scene:

- 261: Rape
- 901-H: Dead body
- 906: Need Police assistance URGENTLY
- 961: Vehicle accident, no injuries
- 962: Vehicle accident, with injuries
- 963: Vehicle accident with fatality

RADIO PROCEDURE

Short-specific

Before transmitting know what you are going to say. Choose precise terms to communicate the desired message as clearly and briefly as possible without wasting airtime.
Task Oriented/Company Oriented

Command’s orders to operating companies should indicate a specific task assigned to the company. They should be of a magnitude reasonably performed by a single company alone or in concert with other companies.

Indicate Objective

In addition to being task and company oriented, assignments should indicate an objective to the action. The company should know exactly where to go, to whom to report, what is the task and what is the objective of the task. Orders should tell what to do - not how to do it (unless Command wants something specific).

Clear Tone/Self Control Effective Rate

Speak clearly at a practiced rate . . . not too fast . . . not too slow. Control your emotions and excitement deliberately. If you do not consciously control your voice, it will become garbled under stress.

Well Timed/Spaced

- Prioritize your messages. Do not use up valuable airtime with unimportant messages and insignificant details. Let critical messages go first. Maintain an awareness of the overall situation and your role in it.

- Do not interrupt conversations unless you have Emergency Traffic. Listen before transmitting and wait until a message transaction has been completed.

- Pause between consecutive messages. This will make it clear when one message has been completed and another started. It will give other units a chance to get on the air with important messages.
PURPOSE
This procedure identifies a system of incident site accountability. The purpose of this procedure is to account for all fire fighters operating in the hot zone. The hot zone will be defined as any area that requires the use of an SCBA. This system will increase firefighter safety and provide the Incident Command Team, Sector Officer/Division /Group Supervisor, and Company Officers a means to track the location and function of firefighters on the scene.

ACCOUNTABILITY RESPONSIBILITIES
Accountability is a critical element in maintaining the safety of all fire fighters working on the fire ground. Each person involved in an incident whether at the strategic, tactical, or task level of an incident must make a strong personal commitment to follow all policies and procedures regarding accountability.

- **Command / strategic** – addresses the strategic level of accountability by the tracking of all crews and sectors/divisions/groups by location and function on a tactical worksheet.
- Command must know who is in charge of each sector/division/group, crews assigned to each sector/division/group, where each sector/division/group is located, and what each sector/division/group is assigned to do.
- Command will include accountability as a major element in strategy and attack planning, and must consider and react to any barriers to effective accountability.
- Command will consider air supply when making tactical assignments including rotation of crews.
- Command must obtain personal accountability reports (PAR) from Sector Officers/Division/Group Supervisors and crews.

- **Sector Officer Division/Group Supervisor / Tactical** – addresses the tactical level of accountability by tracking of crews assigned to their sector.
- Sector Officers Division/Group Supervisors must know the location and function of assigned crews.
- Sector Officers Division/Group Supervisors must be in his/her assigned area to maintain close supervision of assigned crews.
- Sector Officers Division/Group Supervisors must obtain PARs of all crewmembers of all companies assigned to his/her sector/division/group.

- **Company Officer / Task** - address the task level of accountability and must know where each firefighter is located, and what each firefighter is doing.
- Company officers shall maintain a current PASSPORT of personnel responding on the apparatus at all times.
- Company officers shall maintain a current MCT roster of personnel responding on the apparatus at all times.
- Company officers must ensure that all crewmembers have proper helmet company ID and nametags on scba face piece and helmet.
- Company officers must obtain PARs for their crews, which is a confirmation that all members assigned to his/her crew are accounted for and have an adequate exit air supply.
- Company officers must keep crew intact and maintain an awareness of the crews exit air supply.
- Company officer must ensure that passport is delivered to their accountability location prior to entering the hot zone and retrieved upon exiting the hot zone.
• **Engineer** – accountability officer who tracks crews and crewmembers who take handlines from his/her apparatus.
  - Collects passports from crews prior to entering the hot zone
  - Places passport/pouch on discharge gate when hoseline is charged.
  - Places hoseline ID tags on each hoseline.

• **Firefighter** – must have proper company ID on his/her helmet.
  - Ensure that nametag is placed on passport and roster is updated.
  - Stay with his/her crew at all times.
  - Maintain a constant awareness of his/her exit air supply.

• **All members** – immediately update the company passport as they arrive for duty.
  - Ensure that helmet IDs are accurate.
  - Ensure that nametags are on scba face piece and helmet.

• **All crews** work for command or sectors/division/groups no free lancing.
  - Crews arriving on the scene should remain intact. A minimum crew size will be considered two or more members.
  - Each member must have a radio.
  - All crews entering the hot zone must have a supervisor.
  - All crews will go in together, stay together, and come out together.
  - Reduced visibility and increased risk will require close supervision by the company officer.
  - The entire crew will exit if a scba, radio, or any equipment that could compromise safety fails while in the hot zone.

**ACCOUNTABILITY EQUIPMENT**

The passport system will be used to effectively track firefighters in the hot zone. Accountability equipment for each piece of apparatus and shift consists of a passport with a pouch, small company id tag, helmet ID stickers, and hose ID tag. Passports are bright yellow tags, which measure approximately 3 by 4 inches that are marked with company identification and shift. Nametags of crewmembers assigned to each apparatus are affixed to the passport, which is placed in the passport pouch. The small company id tag is kept in a pocket on the back of the passport pouch and is used to replace the passport at the pump panel in the event that accountability is tracked closer to the building by a sector/division/group. The passport, passport pouch, and company hoseline id tag are kept together as a unit on the apparatus dash at the company officer position or passenger side. A Velcro strip will allow the passport / pouch to be affixed to the dash and easily removed.

Each firefighter is issued individual nametags. One nametag for each member presently assigned to the company is required to be placed on the passport. Extra individual nametags should be kept on the underside of their helmet.

Firefighter helmets shall always reflect the ID of the company the firefighter is presently assigned. All personnel, including rovers and constant staffers are required to keep their helmet IDs accurate. Extra helmet ID stickers are kept with the passport in the passport pouch. Nametags shall be affixed to scba face pieces and firefighter helmets.
ACCOUNTABILITY HARDWARE USE
Each Company officer will be responsible for ensuring that the passport and MCT roster reflects only the members presently assigned to the company. Passports shall reflect only those crewmembers about to enter the hot zone. When entering the hot zone with a partial crew, such as when an engineer remains at the engine to pump lines, the Company officer must remove the nametags of those members not entering the hot zone. The nametags of these members may be returned to the member, placed on the Company officer's helmet Velcro strip or placed in his/her coat pocket.

Implementation of the passport system will occur at any incident that requires the use of an SCBA. The use of the accountability system will commence as the first unit arrives on the scene. The first arriving company will give an on the scene report by radio and assume command. In follow up report, their accountability unit identification and geographic location, north, south, east, or west will be announced. As staged units are assigned, Command will give assignments, which will include their respective accountability unit identification and geographic location. Each crew will deliver their passport to the engineer of the engine where they deployed handline.

When the engineer charges the stretched hoseline with water, their unit’s passport, passport pouch, and hoseline ID tag are placed on the discharge gate at the pump panel. The passports on the discharge gates identifies crews and crew members on each hoseline, allows engineers to identify hoselines to change pump pressure, and makes the pump panel an accountability station for the engineer to track crews. Hoseline ID tags are removed from the passport at the discharge gate and placed on each respective hoseline. These hoseline ID tags provide a means to identify hoselines that crews entered the building on, and are a reference point to find lost or trapped firefighters. As additional companies arrive, their passports/pouches are delivered to the engineer of apparatus that the crew took the handline off. The engineer becomes the accountability officer for those crews that took hoselines from his/her apparatus.

Ladder crews will leave their passport on the apparatus dash when going to the roof to perform ventilation. When going to the interior of the structure, each ladder crew will deliver their passport to the engine closest to their point of entry.

Once a passport is delivered to the pump operator, the passport will remain on the designated discharge gate indicating the "point of entry" to the hot zone. Upon exit, the Company Officer must retrieve their passport. Both the Company Officer and Accountability Officer will be responsible to see the passports are retrieved. Crews exiting at a different location other than the original point of entry must immediately notify their original Sector Officer Division/Group Supervisor and/or Accountability Officer of their changed status. The passport must be retrieved.

BACK UP ACCOUNTABILITY KIT
A back up accountability kit has been issued to each engine to provide a means to maintain accountability in the event that a crew arrives at an accountability location without their accountability equipment.
Each back up kit is kept in a blue nylon bag that contains the following equipment:

- Three blank hoseline id tags – to mark company ID with grease pencil
- One passport pouch
- One blank passport – to mark crew member IDs with grease pencil
- One blank passport with Velcro – to attach crew member nametags from underside of helmet
- One grease pencil

ACCOUNTABILITY TRACKED BY SECTORS DIVISIONS/GROUPS

As Battalion Chiefs are assigned to manage sectors/divisions/groups, the FIT will assume safety sector/division/group responsibilities for that sector/division/group, which includes accountability. At these incidents and at incidents involving a lost or trapped firefighter, “may day” situations, accountability may be managed by a Battalion Chief and FIT in a sector/division/group closer to the building. The Battalion Chief and FIT would collect the passports/pouches from the initial engine accountability locations. The small company ID tag is removed from the back of the passport pouch and replaces the passport/pouch on the discharge gate at the pump panel. Accountability is now established and tracked closer to the building.

TERMINATING THE PASSPORT SYSTEM

Passport accountability will be maintained throughout the entire incident. Accountability can be terminated following a report of "fire under control," at which time a PAR for all crews must be obtained. Based on a risk management assessment of the scene, Command will determine whether to continue or terminate the use of the passport system. If visibility remains impaired or if a significant hazard exists, Command may choose to extend the use of the passport system further.

Upon termination and release from the incident, Company Officers and crewmembers will ensure that the passport / pouch is accurate and returned to the dash of their apparatus.

PASSPORT RULES

- Passports will reflect only those personnel presently in the hot zone.
- Passports will be delivered to the assigned accountability location prior to entering the hot zone.
- Passports will be maintained at the point of entry to the hot zone.
- Passports never enter the hot zone.
- Passports will be retrieved by crews upon exiting the hot zone.
- Passport accountability location is the engine where crew deployed hoseline.

PERSONNEL ACCOUNTABILITY REPORT (PAR)

The Personnel Accountability Report (PAR) involves a roll call of all personnel assigned to crews and sectors/divisions/groups that are working in the hot zone. The PAR is a confirmation that all members are accounted for and have an adequate exit air supply. For the Sector Officer/Division/Group Supervisor, a "PAR" is an accounting for all crewmembers of all companies assigned to his/her sector/division/group. For the Company Officer, a PAR is an accounting of all crewmembers assigned to his/her company. Reports of PAR’s should be conducted face-to-face within the sector/division/group or company whenever possible.
A personnel accountability report will be required for the following situations:

- Any report of a missing or trapped fire fighter
- Any change from offensive to defensive
- Any sudden hazardous event at the incident - flash over, back draft, collapse, May Day, etc.
- As companies report an all clear.
- As companies report under control.
- At every 30 minutes of elapsed time.
- Any time Command feels it is necessary.

MULTI-STORY / HIGH-RISE
The use of an accountability system will commence as the first unit arrives on the scene. The unit containing the passport / pouch and hose ID tag will be removed from the apparatus dash. All crews reporting to the building will deliver their passports to the building lobby. The hoseline ID tag will be taken by each crew to mark their hose line in the stairwell at the standpipe. Lobby Sector/Division/Group will utilize the passports to track all crews and crewmembers in the building. Crews will leave their passports with fire personnel in the fire control room if Lobby/Sector Officer/Division/Group has not been established. The lobby sector/division/group will be responsible for collecting the passports of the initial companies as soon as possible.
TACTICAL POSITIONING
Positioning of operating companies can severely affect the safety/survival of such companies. Personnel must use caution when placed in the following positions:

- Above the fire (floors/roof)
- Where fire can move in behind them
- Where sector cannot control position/retreat
- When involved with opposing fire streams
- Combining interior and exterior attack
- With limited access—one way in/out
- Operating under involved roof structures
- In areas containing hazardous materials
- Below ground fires (basements, etc.)
- In areas where a backdraft potential exists
- Above/below ground rescue

The safety of fire fighting personnel represents the major reason for an effective and well-timed offensive/defensive decision and the associate write-off by Command. THE TWO STRATEGIES ARE BASED ON A STANDARD RISK MANAGEMENT PLAN THAT IS TO BE EMPLOYED AT ALL STRUCTURE FIRES.

WITHIN A STRUCTURED RISK MANAGEMENT PLAN

- WE MAY RISK OUR LIVES A LOT TO PROTECT SAVABLE LIVES
- WE MAY RISK OUR LIVES A LITTLE TO PROTECT SAVABLE PROPERTY
- WE WILL NOT RISK OUR LIVES AT ALL TO SAVE WHAT IS ALREADY LOST

When operating in a defensive strategy, operating positions should be as far from the involved area as possible while still remaining effective. Position and operate from behind barriers if available (fences, walls, etc.).

The intent is for personnel to utilize safe positioning where possible/available, in an effort to safeguard against sudden hazardous developments such as backdraft explosion, structural collapse, etc.

When operating in an offensive strategy, be aggressively offensive. An effective, coordinated interior attack operation directed toward knocking down the fire eliminates most eventual safety problems.

Due to the inherent hazards of the fire or incident scene, efforts must be made by Command to limit the number of personnel on the fireground to those assigned to a necessary function.

All personnel shall be:

- Positioned in Staging.
- Assigned to a task or operating within a sector.
- Having completed an assignment and no other assignment is available within that sector, crews should be assigned to a Resource, Staging, or Rehabilitation Sector until such time as they can be reassigned to an operating sector or released to in-service status.
The intent of this procedure is to minimize fireground confusion/congestion and to limit the number of personnel exposed to fireground hazards to only those necessary to successfully control the operation. Individuals or crews shall be restricted from wandering about the fireground or congregating in non-functional groups. If personnel have not been assigned to a sector or do not have a necessary staff function to perform, they shall remain outside the fireground perimeter.

When it is necessary to engage personnel in exceptionally hazardous circumstances (i.e., to perform a rescue), Command will limit the number of personnel exposed to an absolute minimum and assure that all feasible safety measures are taken.

In extremely hazardous situations (flammable liquids, LP gas, special operations, etc.) Command will engage only an absolute minimum number of personnel within the hazard zone. Unmanned master streams will be utilized wherever possible.

In situations where crews must operate from opposing or conflicting positions, such as front vs. rear attack streams, roof crews vs. interior crews, etc., utilize radio or face-to-face communications to coordinate your actions with those of the opposing crew in an effort to prevent needless injuries. Command should notify Sector Officers or Company Officers of opposing or conflicting operations.

Ground crews must be notified and evacuated from interior positions before ladder pipes go into operation.

Do not operate exterior streams, whether hand lines, master streams, ladder pipes, etc., into an area where interior crews are operating. This procedure is intended to prevent injuries to personnel due to stream blast and the driving of fire and/or heavy heat and smoke onto interior crews.

When laddering a roof, the ladder selected shall be one which will extend 2’ - 3’ above the roof line. This shall be done in an effort to provide personnel operating on the roof with a visible means of egress.

If possible, when laddering buildings under fire conditions, place ladders near building corners or fire walls as these areas are generally more stable in the event of structural failure.

When operating either above or below ground level, establish at least two (2) separate escape routes/means where possible, (such as stairways, ladders, exits, etc.), preferably at opposite ends or diagonal corners of the building or separated by considerable distance.

**Hot Zone**
The Hot Zone will be defined as any area that requires an SCBA, charged hoseline, special protective clothing, or in which Fire fighting Personnel are at risk of becoming lost, trapped, or injured by the environment or structure. The following situations would be included inside the Hot Zone:

- Entering a structure reported to be on fire
- Operating in close proximity to the structure during exterior operations
- Confined Space
- Trench Rescues
• Operating close to crane operations or close to swift water operations
• Building collapse
• Operating close to helicopter operations
• Extrication

ALL FIRE FIGHTERS WORKING IN THE HOT ZONE SHALL BE IN CREWS OF A MINIMUM OF TWO PERSONNEL. THE ACCOUNTABILITY SYSTEM WILL BE IN PLACE.

Warm Zone
The Warm Zone will be defined as just outside of the Hot Zone where the fire fighters start their operations on the fireground. This zone is where the fire fighter is not at risk of becoming lost, trapped, or injured by the environment or structure. The following functions could be done in this zone:
• Forward fire apparatus working the incident (i.e.; engines, ladders)
• Laying lines
• HMRT and TRT developing strategies & tactics
• Utility trucks
• Special equipment needs
• Accountability Officer
• FIRE Investigations

If at any time fire fighters in the Warm Zone become threatened, this area would become a Hot Zone.

Cold Zone
The Cold Zone will be defined as outside of the Warm Zone where no one is at risk because of the incident. The following functions could be done in this area:
• Command
• Level I & Level II staging
• Support and Staff personnel
• Canteen
• Rehab
• Media
• P.D. Liaison
• INTERVIEWING THE RESPONSIBLE PARTY

ALL PERSONNEL ENTERING THE HOT ZONE SHALL:

• WEAR FULL TERNOUTS
• HAVE CREW INTACT
• BE ASSIGNED TO A SECTOR

ALL OTHERS STAY OUTSIDE.
SECTORS
The safety of fire fighting personnel represents a major reason for fireground sectorization. Sector commanders must maintain the capability to communicate with forces under their command so that they can control both the position and function of their companies.

Sector officers and company officers shall be able to account for the whereabouts and welfare of all crews/crew members under their assignment. (See Personnel ACCOUNTABILITY System).

Company officers shall insure that all crew members are operating within their assigned sector only. Crews will not leave their respective sectors unless authorized by the sector officer.
When crews are operating within a sector, company officers shall keep the sector officer informed of changing conditions within the sector area, and particularly those changing conditions which may affect the safety of personnel. Hazards that will affect only a specific sector area should be dealt with within that sector and need not necessarily affect the entire operation.

**REHABILITATION**

It is the intent of this sector to reduce the fatigue and trauma experienced during difficult operations to a reasonable (and recoverable) level and is in no way intended to lessen the individual and collective efforts expected of all members during field operations.

In an effort to regulate the amount of fatigue suffered by fireground personnel during sustained field operations, sector officers should frequently assess the physical condition of their assigned companies. When crew members exhibit signs of physical or mental fatigue, the entire crew should be reassigned to a Rehabilitation Sector if possible. Company officers shall request reassignment to Rehabilitation Sector from their sector officer. The company officer's request shall indicate the crew's position/condition, etc., and shall advise as to the need for a replacement crew. Individual crews shall not report to the Rehabilitation Sector unless assigned by the Fireground Commander. Crew members shall report to and remain intact while assigned to Rehab.

It is the on-going responsibility of Command to summon adequate resource to tactical situations to effectively stabilize that situation, and to maintain adequate resource during extended operations to complete all operational phases.

The rotation of companies will be utilized by Command during extended operations to provide an effective on-going level of personnel and their performance. The Dispatch Center will assist in coordinating the rotation of companies during such campaign operations.

**SAFETY SECTOR**

The recognition of situations which present inordinate hazards to fireground personnel and the proper response to safeguard personnel from those hazards is of critical importance to all Fire Department operations.

Command has the responsibility to recognize situations involving a high risk to personnel and to initiate appropriate safety measures.

Command shall establish a Safety Sector at incidents involving an inordinate danger to personnel. Command should consider establishing a Safety Sector on any situation where it may be advantageous to the overall safety of operations.

Assigned personnel will respond automatically to multiple alarm incidents to establish a Safety Sector and will report to the Command Post upon arrival. When the need for specialized assistance is noted, Command should confirm the response of the appropriate personnel (Safety Officer/Structural Engineer).

Command may designate any available personnel to establish a Safety Sector when the need is indicated. This should be a high priority assignment.
The establishment of a Safety Sector or the presence of a Safety Officer in no way diminishes the responsibility of all officers for the safety of their assigned personnel. Each and every member shall utilize common (safety) sense and work within the intent of established safety procedures at all times.

STRUCTURAL COLLAPSE

Structural collapse has been a major cause of serious injury and death to fire fighters. The possibility of structural collapse should be a major consideration in the development of any tactical plan.

Structural collapse is always a possibility when a building is subject to intense fire. In fact, if fire is allowed to affect a structure long enough, structural failure is inevitable.

Regardless of the age and exterior appearance of the building, the possibility exists that a principal structural supporting member is being seriously affected by heat and may collapse, inflicting serious injury to fire fighters.

Example: A 100’ length of unprotected steel will expand 9" when heated to 1100° F.

In the typical fire involved building, the roof is the most likely candidate for failure, however failure of the roof may very likely trigger a collapse of one or more wall sections. This is especially true if the roof is a peak or dome type which may exert outward pressure against both the bearing and non-bearing walls upon collapse. In multi-story buildings or buildings with basements, the floor section above the fire may collapse if supporting members are directly exposed to heat and flames.

A knowledge of various types of building construction can be invaluable to the Fire Officer from a safety standpoint as certain types of construction can be expected to fail sooner than others. For example: light weight truss and bar joist roof construction can be expected to fail after minimal fire exposure.

Structures have been known to collapse without warning but usually there are indications which may tip off an alert fire officer. Action shall be taken to avert any imminent hazard.

Signs of building collapse may include:

- Cracks in exterior walls.
- Bulges in exterior walls.
- Sounds of structural movement--creaking, groaning, snapping, etc.
- Smoke or water leaking through walls.
- Flexible movement of any floor or roof where fire fighters walk.
- Interior or exterior bearing walls or columns--leaning, twisting or flexing.
- Sagging or otherwise distorted rooflines.
- Time of fire involvement.

The following construction features or conditions have been known to fail prematurely or to contribute to early structural failure when affected by fire.

Contributing Factors:

- Parapet walls.
- Large open (unsupported) areas--supermarkets, warehouses, etc.
• Large signs or marques--which may pull away from weakened walls.
• Cantilevered canopies--which usually depend on the roof for support and may collapse as the roof fails.
• Ornamental or secondary front or sidewalls--which may pull away and collapse.
• Buildings with light weight truss, bar joist, or bow string truss, roofs.
• Buildings supported by unprotected metal--beams, columns, etc.

Buildings containing one or more of the above features must be constantly evaluated for collapse potential. These evaluations should be a major consideration in determining the strategy, i.e. offensive/defensive.

It is a principal Command responsibility to continually evaluate and determine if the fire building is tenable for interior operations. This on-going evaluation of structural/fire conditions requires the input of company officers advising their sectors and of sectors advising Command of the conditions in their area of operation.

Most structures are not designed to withstand the effects of fire, and can be expected to fail if exposed to heavy fire involvement. If after 10-15 minutes of interior operations heavy fire conditions still exist, Command should initiate a careful evaluation of structural conditions, and should be fully prepared to withdraw interior crews and change to a defensive strategy.

If structural failure of a building or section of a building appears likely, a perimeter must be established a safe distance from the area which may collapse. All personnel must remain outside this perimeter.

See Fireground Perimeters pages.

EVACUATION
Interior fire fighting operations should be abandoned when the extent of the fire prohibits control or the structure becomes unsafe to operate within. When such conditions make the building untenable, evacuate, account for personnel, regroup, recommunicate, and redeploy.

Our primary concern, when a hazard which may affect the safety of fire personnel becomes apparent, is the welfare of those personnel. In an effort to protect personnel who may suffer the adverse effects of hazards such as structural collapse, explosion, backdraft, etc., a structured method of area evacuation must be utilized, one which will provide for the rapid/effective notification of those personnel involved, and one which will be able to accurately account for those personnel.

The method of evacuation selected will vary depending on the following circumstances:

• Imminence of the hazard
• Type and extent of hazard
• Perception of the area affected by the hazard

The emergency traffic announcement is designed to provide immediate notification for all fireground personnel.

The use of "Emergency Traffic" should be initiated only when the hazard appears to be imminent or has just occurred.
Any member has the authority to utilize the "Emergency Traffic" announcement when it is felt that a notable danger to personnel is apparent; however, considerable discretion should be applied to its use - emergency traffic announcements become ineffective if overused.

When an imminent hazard has been realized, the emergency traffic process should be initiated. Usually a company or sector officer will be the initiator. The initiator should describe the apparent hazard and order a positive response, usually to evacuate a particular area or section, according to the scope of the hazard.

If possible, the sector officers of those areas to be evacuated should request an acknowledgment of the emergency traffic dispatch from those crews to be evacuated.

Upon receipt of the emergency traffic evacuation order, company officers shall assemble their crews and promptly exit to a safe location, where the company officer will report a PAR for all crew members. Shortly after the evacuation order, sector officers shall begin the process of accounting for all evacuated crews. When all affected crews and crew members are accounted for, the Sector officer will report a PAR for that Sector. At this time a more specific determination as to the reality/extent of the hazard can be made and efforts initiated to redeploy/redirect attack forces.

Building evacuation generally involves a shift from an offensive to a defensive strategy. In such cases, Command must develop a corresponding operational plan and must communicate that plan to all operating companies. It is extremely important that everyone gets the word that a shift in strategy has been made. This transition can be time consuming based on companies interior positions.

Hazards of a less than imminent nature should usually be handled by a consultation of Command, sector officers and/or the Safety Officer, Fire Protection Engineer, company officers or outside agency authorities. These officers or specialists should make a determination of the nature and possible effect of the suspected hazard, and advise Command so that a more knowledgeable decision as to the proper course of action can be made.

Crews retreating from interior operations often require hoseline protection. The protection afforded to fire fighting personnel in such situations represents a major function of back-up lines.

SEARCH AND RESCUE
Search and rescue should be performed according to an efficient, well planned procedure which includes the safety of search crew personnel.

The object of the search effort is to locate possible victims, not create additional ones by neglecting the safety of the search crew.

Prior to entering the search area, all search team members should be familiar with a specific search plan including the overall objective, a designation of the search area, individual assignments, etc. This may require a brief conference among crew members before entering the search area to develop and communicate the plan.

Individual search activities should be conducted by two or more members when possible.
Company officers must maintain an awareness of the location and function of all members within their crew during search operations.

A brief look around the floor below the fire may provide good reference for the search team, as floors in multi-story occupancies usually have a similar layout.

Whenever a search is conducted that exposes search crews to fire conditions (particularly above the fire floor) the search team should be protected with a charged hose line, in order to insure a safe escape route.

If search personnel are operating without a hose line, life lines should be used when encountering conditions of severely limited visibility.

HIGH-RISE SAFETY
Fire personnel conducting operations in high-rise buildings are faced with many non-typical hazards due to the design, elevation, limited access/egress, etc., inherent in these buildings. High-rise buildings containing a working fire are considered a high hazard area.

STAIRWAYS/ELEVATORS
If a working fire is suspected in a high-rise building, the following procedures shall be adhered to:

- Utilize stairways to go aloft.
- Elevators may be used to go aloft provided the following measures have been taken.

A. The elevator shaft must be checked to insure that heat/fire have not damaged the hoist mechanism, etc. This can be done by checking the space between the door frame and the elevator car and shining a light up the shaft. If smoke or fire are visible in the shaft, DO NOT USE THE ELEVATOR.

B. Before using an elevator, the nearest enclosed stairway should be identified. Should the elevator stop at a floor with heavy SMOKE or intense heat, fire fighters can then head directly for the stairs without losing time searching for them.

C. You must verify that the floor you are going to is uninvolved. This can be done by utilizing the following measures.

   Elevators With Fire Fighter Service Feature
   - Engage the Emergency Operations.
   - Take elevator to the floor two floors below the suspected fire floor.
   - Be prepared to close the elevator door immediately, usually by removing your finger from the door control button, if fire or smoke are visible on the floor.

   Elevators without the Emergency Operations shall not be used if a working fire is indicated.

If elevators are used to transport personnel and equipment, beware of exceeding the maximum load capacity of the elevator.
When operating around a high-rise building where the potential hazards of falling glass and debris exist, a fireground perimeter shall be established 200’ from the building and shall be observed by all Fire personnel as a high hazard area.

Other perimeters will be at the discretion of Command, based on need.

Pumpers supplying water shall utilize hydrants outside the perimeter when possible.

Command and staff support personnel shall remain outside the perimeter unless entering the area to assist with interior operations.
Overview

This procedure identifies parking practices for Fire Department apparatus that will provide maximum protection and safety for personnel operating in or near moving vehicle traffic. It also identifies several approaches for individual practices to keep firefighters safe while exposed to vehicle traffic.

**IT SHALL BE THE POLICY OF THE REGIONAL FIRE DEPARTMENT TO POSITION APPARATUS AT THE SCENE OF EMERGENCIES IN A MANNER THAT BEST PROTECTS THE WORK AREA AND PERSONNEL FROM VEHICLE TRAFFIC AND OTHER HAZARDS.**

All personnel should understand and appreciate the high risk that firefighters are exposed to when operating in or near moving vehicle traffic. We should always operate from a defensive posture. Always consider moving vehicles as a threat to your safety. Each day, emergency personnel are exposed to motorists of varying abilities, with or without licenses, with or without legal restrictions, and driving at speeds from creeping to well beyond the speed limit. Some of these motorists are the vision impaired, the alcohol and/or drug impaired. On top of everything else, motorists will often be looking at the scene and not the road.

Nighttime operations are particularly hazardous. Visibility is reduced, and the flashing of emergency lights tends to confuse motorists. Studies have shown that multiple headlights of emergency apparatus (coming from different angles at the scene) tend to blind drivers as they approach.

**Safety Benchmarks**

Emergency personnel are at great risk while operating in or around moving traffic. There are approaches that can be taken to protect yourself and all crewmembers:

1. Never trust the traffic
2. Engage in proper protective parking
3. Wear high visibility reflective vests
4. Reduce motorist vision impairment
5. Use traffic cones and flares

Listed below are benchmarks for safe performance when operating in or near moving vehicle traffic.

1. Always maintain an acute awareness of the high risk of working in or around moving traffic. Never trust moving traffic. Always look before you step! Always keep an eye on the traffic!
2. Always position apparatus to protect the scene, patients, emergency personnel, and provide a protected work area. Where possible, angle apparatus at 45 degrees away from curbside. This will direct motorist around the scene (See Figure 1). Apparatus positioning must also allow for adequate parking space for other fire apparatus (if needed), and a safe work area for emergency personnel. Allow enough distance to prevent a moving vehicle from knocking fire apparatus into the work areas.
3. At intersections, or where the incident may be near the middle of the street, two or more sides of the incident may need to be protected. Block all exposed sides. Where apparatus is in limited numbers, prioritize the blocking from the most critical to the least critical (See Figures 2, 3 and 4).
4. For first arriving engine companies where a charged hoseline may be needed, angle the engine so that the pump panel is "down stream," on the opposite side of on-coming traffic. This will protect the pump operator (See Figure 5).

5. The initial company officer (or Command) must assess the parking needs of later-arriving fire apparatus and specifically direct the parking and placement of these vehicles as they arrive to provide protective blocking of the scene. This officer must operate as an initial safety officer.

6. During daytime operations, leave all emergency lights on to provide warning to drivers.

7. For NIGHTTIME operations, turn OFF fire apparatus headlights. This will help reduce the blinding effect to approaching vehicle traffic. Other emergency lighting should be reduced to yellow lights and emergency flashers where possible.

8. Crews should exit the curb side or non-traffic side of the vehicle whenever possible.

9. Always look before stepping out of apparatus, or into any traffic areas. When walking around fire apparatus parked adjacent to moving traffic, keep an eye on traffic and walk as close to fire apparatus as possible.

10. Wear the safety vest any time you are operating in or near vehicle traffic.

11. When parking apparatus to protect the scene, be sure to protect the work area also. The area must be protected so that patients can be extricated, treated, moved about the scene, and loaded into Rescues safely.

12. Once enough fire apparatus have "blocked" the scene, park or stage unneeded vehicles off the street whenever possible. Bring in Rescue/Ambulance companies one or two at a time and park them in safe locations at the scene. This may be "down stream" from other parked apparatus, or the Rescue may be backed at an angle into a protected loading area to prevent working in or near passing traffic. At residential medical emergencies, park Rescue in driveways for safe loading where possible. If driveways are inaccessible, park Rescue to best protect patient loading areas. (See Figures 6 and 7).

13. Place traffic cones at the scene to direct traffic. This should be initiated by the first company arriving on the scene and expanded, if needed, as later arriving companies arrive on the scene. Always place and retrieve cones while facing on-coming traffic.

14. Placing flares, where safe to do so, adjacent to and in combination with traffic cones for nighttime operations greatly enhances scene safety. Place flares to direct traffic where safe and appropriate to do so.

Listed below are general recommendations for the start of traffic cones/flares:

<table>
<thead>
<tr>
<th>Speed</th>
<th>Distance</th>
</tr>
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<tbody>
<tr>
<td>25 mph</td>
<td>65 feet</td>
</tr>
<tr>
<td>40 mph</td>
<td>105 feet</td>
</tr>
<tr>
<td>60 mph</td>
<td>160 feet</td>
</tr>
</tbody>
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15. At major intersections a call for police response may be necessary. Provide specific direction to the police officer as to exactly what your traffic control needs are. Ensure the police are parking to protect themselves and the scene. Position Rescues to protect patient loading areas. (See Figure 8)
Freeway Operations

Freeway emergencies pose a particularly high risk to emergency personnel. Speeds are higher, traffic volume is significant, and motorists have little opportunity to slow, stop or change lanes.

The Department of Public Safety will also have a desire to keep the freeway flowing. Where need be, the freeway can be completely shut down. This, however, rarely occurs.

For freeway emergencies, we will continue to block the scene with the first apparatus on the scene to provide a safe work area. Other companies may be used to provide additional blocking if needed.

The initial company officer, or command, must thoroughly assess the need for apparatus on the freeway and their specific positions. Companies should be directed to specific parking locations to protect the work area, patients, and emergency personnel.

Other apparatus should be parked downstream when possible. This provides a safe parking area.

Staging of Rescue companies off the freeway may be required. Rescues should be brought into the scene one or two at a time. A safe loading area must be established.

Traffic cones should be placed farther apart, with the last cone approximately 160 feet "upstream," to allow adequate warning to drivers. Place and retrieve cones while facing the traffic.

Command should establish a liaison with the Department of Public Safety as soon as possible to jointly provide a safe parking and work area and to quickly resolve the incident.

The termination of the incident must be managed with the same aggressiveness as initial actions. Crews, apparatus, and equipment must be removed from the freeway promptly, to reduce exposure to moving traffic.
Where possible, angle apparatus at a 45 degree angle from the curb.

Often times two or more sides may need to be protected. Prioritize placement of the apparatus by blocking from the most critical to the least critical side.
To protect pump operator, position apparatus with the pump panel on the opposite side of on-coming traffic.

Where possible, park rescues in driveways or position rescue to protect patient loading area.
Provide specific direction to police as to what traffic control needs you have. Position rescues to protect patient loading areas.
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE POLICY

USE AND WEARING OF TRAFFIC SAFETY VESTS DURING INCIDENTS ON ARTERIALS, HIGHWAYS, AND STREETS

Issued by: Fire Chief
Policy No. 26-07AM
Authority: Montgomery County Code Section 21-2.(d)(4)
Supersedes: Interim Policy No. 26-07

Effective Date: June 1, 2005

SUMMARY: This policy requires MCFRS personnel who are operating at, or are on the scene of incidents on arterials, highways, or streets to wear a minimum level of protective clothing with reflective striping to ensure their visibility. The reflective trim package applied to structural firefighting gear satisfies the intent of this policy to ensure personnel visibility on the scene of incidents. Personnel must wear an approved traffic safety vest, or another approved reflective garment to ensure their visibility when they are not wearing structural firefighting protective coats. On its adoption, this policy supersedes Interim Policy No. 26-07.

DEADLINES: Address comments regarding the proposed policy to Beth Feldman at the Office of the Fire Chief, Montgomery County Fire and Rescue Service, 12th Floor, 101 Monroe Street, Rockville, MD 20850, by April 10, 2005. Comments may also be e-mailed to beth.feldman@montgomerycountymd.gov

STAFF: For additional information, please call Beth Feldman at (240) 777-2423.

BACKGROUND: The intent of this policy is to ensure the visibility and enhance the personal safety of all MCFRS personnel while they are present on incident scenes occurring on arterials, highways, or streets by requiring them to wear protective clothing with reflective surfaces.
Sec. 1. **Purpose**: To require all MCFRS personnel who are operating at or are present on the scene of incidents on arterials, highways, or streets to wear protective clothing and/or approved traffic safety vests with reflective striping to ensure their visibility.

Sec. 2. **Applicability**. This policy applies to all MCFRS personnel when they are operating at or are present on the scene of incidents on arterials, highways, or streets.

Sec. 3. **Definitions**.

a. **Approved Reflective Garment**. A shirt, vest, coat, pants, coverall, or combination of these garments, that meets or exceeds ANSI/ISEA 107-1999 Class 2 requirements, and has been certified for use by the MCFRS Safety Office.

b. **Approved Traffic Safety Vests**. A vest with reflective striping that meet or exceed ANSI/ISEA 107-1999 Class 2 requirements. At a minimum, all acquired traffic safety vests must meet the ANSI/ISEA 107-1999 Class 2 requirements.

c. **Arterials/Highways/Streets**. All interstates, spurs, collector lanes, exit ramps, and right of ways leading to or from an interstate roadway, or any County, State, or private roadway.

d. **MCFRS Safety Office**. The MCFRS component that comprises an MCFRS Chief Officer acting as program manager, and a complement of MCFRS officers whose training meets the requirements of NFPA 1521 *Standards for Fire Department Safety and Health Officers*. These safety officers are responsible for providing oversight on all fire and rescue incidents involving MCFRS personnel, regarding safety and health-related issues, regulations, policies, and standards.

e. **Personnel**. All on-duty firefighter, rescuer, and emergency medical service providers, including career, volunteer, and County Merit System employees, of the Montgomery County Fire and Rescue Service.

Sec. 4. **Policy**. It is the goal of the Fire Chief to implement and enforce policies that ensure the safety of all MCFRS personnel. Personnel who are operating at, or are on the scene of incidents occurring on arterials/highways/streets must
wear a traffic safety vest, and/or another approved reflective garment specified in this policy. The requirement to wear appropriate garments with a reflective surface is intended solely to increase safety by improving the visibility of personnel, and does not affect the operational requirements of this or any other MCFRS policy.

a. The Incident Commander will evaluate the risks on an incident scene and may designate an incident at any location a “traffic safety vest required” incident, if the Incident Commander believes that wearing a traffic safety vest will increase personnel visibility, and enhance their safety.

b. All personnel who are working at, standing at or near, or are otherwise present on incident scenes on arterials/highways/streets must wear a traffic safety vest if they are not wearing the structural firefighting coat or a sector/command vest. Personnel must wear a traffic safety vest or another garment with a reflective striped surface area that is equal to or greater than that of the traffic safety vest if they remove their structural firefighting protective coat, but remain on the incident scene.

c. All personnel must wear a traffic safety vest or another garment with a reflective striped surface area that is equal to or greater than that of the traffic safety vest, if they are operating at or are present on an incident on an arterial/highway/street, regardless of the incident type or their role on the incident scene. If traffic safety vests are unavailable, personnel must wear a structural firefighting protective coat, a sector/command vest, EMS gear, a group/division vest, or other similar garment with reflective striping.

Sec. 5. Responsibilities.

a. The Incident Commander is responsible for ensuring that all personnel wear a traffic safety vest, a structural firefighting coat, or other approved reflective garment.

b. All personnel who are on the incident scene must wear the approved traffic safety garment, as determined by the Incident Commander.

c. The MCFRS Safety Office will establish a list of approved traffic safety vests and approved reflective garments.
Sec. 6. **Enforcement.** The Fire Chief is the enforcement authority for all policies and regulations of the Montgomery County Fire and Rescue Service.

Sec. 7. **Effective Date.** This policy is effective on June 1, 2005.

Approved:

/s/

Thomas W. Carr, Jr., Chief
Montgomery County Fire and Rescue Service

June 1, 2005

Date

Safety vest final 6-05 BF wp
Purpose

This procedure will define the response, tasks and organization of Initial Rapid Intervention Crews and Rapid Intervention Crews (IRIC / RIC)/Rescue Sector.

Objective

The objective of IRIC / RIC is to have a fully equipped rescue team onsite, in a ready state, to immediately react and respond to rescue firefighters.

IRIC / RIC will be established anytime firefighters are on air inside a structure, or command deems it necessary.

IRIC (Initial RIC)

- Temporary two-person RIC assigned at the outset of an incident to allow teams to enter an IDLH, or potential IDLH atmosphere.

One primary IRIC member must be solely dedicated to tracking interior personnel. Their function is to account for location of interior crews and initiate a fire fighter rescue. This position requires an attack line, radio, PPE, and SCBA.

The secondary IRIC member is permitted to take on other roles, such as, safety officer, or equipment operator. This position requires a radio with PPE and SCBA nearby to be donned as soon as possible.

Standard Implementation IRIC Four-Person Crew

IRIC can be used when a mobile Command mode is utilized by the first arriving company officer making an interior attack on a working fire with the nozzle person. The plug person assumes the primary IRIC position and the engineer assumes the secondary IRIC position.

Standard Exceptions to the IRIC Requirement at Structure Fires

1. When there is a reported or suspected life hazard where immediate action could prevent the loss of life.
2. When the fire is in an incipient stage that could be controlled by a portable fire extinguisher.

Dispatch

Upon declaration of a working fire, the following list of resources will be dispatched for RIC:

- Working 3 & 1 will have one RIC Engine & one RIC Rescue
Working First Alarm will have two RIC Engines one RIC Ladder, one RIC Rescue & one RIC B.C.
All additional alarms will receive an additional two engines one RIC Ladder and One RIC Rescue.

**Deployment**

Command has the following options for use of RIC companies:

1. To address visible hazards.
2. To identify critical factors and apply the appropriate Risk Management Profile.
3. Assign the company to RIC duties and designate Rescue Sector/Branch
4. If assigned to anything other than RIC duties, Command should request additional companies as RIC units.
5. Cancel the company en-route after the declaration of fire under control **AND** PAR’s have been obtained from all crews.
6. Assign other duties; such as relief for working crews, overhaul duties, etc.

**RIC/Rescue Sector Responsibilities**

- Monitor tactical radio channel en-route.
- Initiate tactical worksheet (location/position of apparatus and interior crews)
- Utilize standard staging procedures.

*Develop and Communicate an Incident Action Plan* (focus is to reduce risks to personnel)

- Consider critical fire ground factors
- Consider air management (elapsed time)
- Consider fire fighter fatigue
- Consider radio communications

*Develop and Communicate a Search Plan*

- Consider the point of entry for crew/member in trouble
- Consider the last known location of crew/member in trouble
- Consider fuel load, your water supply/hoseline selection (speed, mobility, and length)
- Assign tasks to entry crew (camera, air, tools, taglines, etc.)
- Monitor your air supply
- Provide timely reports (C.A.N.) to Command or Rescue Branch

*Develop and Communicate a Rescue Plan*

- Consider relay rescue (call additional resources early)
Consider alternative exit points
Consider carry vs. drag techniques (obstructions, heat, visibility)
Monitor your air supply
Provide timely reports (C.A.N.) to Command or Rescue Branch

RIC/Rescue Sector Functions

- Monitor tactical radio channel bag and thermal imaging camera
- Retrieve RIC bag and thermal imaging camera (confirm equipment is in ready state)
- Recon the hot zone (apparatus placement, points of entry, alternate doors and windows)
- Request additional resources
- Provide additional means of egress for roof operations or companies operating above the ground floor
- Remove security bars/devices
- Coordinate the opening of doors and windows
- Illuminate entrance and exits
- Position Target Exit Device
- Confirm utilities are secure
- Develop and discuss the search plan
- Develop and discuss the rescue plan
- Notify Command (C.A.N. report) RIC/Rescue Sector “Ready”

Initial Entry Team Operations

- Execute the search plan
- Locate the fire crew/member
- Assess fire fighter and environment
- Transfill air and package fire fighter
- Monitor entry team air supply
- Provide C.A.N. report to Command or Rescue Branch
- Prepare to extricate fire fighter

Back-up Entry Team Operations

- RIC for entry team
- Communicate rescue plan
- Secure additional resources (as needed)
- Prepare for relay rescue
- Provide exterior support for initial entry team
Commitment to Rescue of a Lost or Trapped Fire Fighter

Units should initially be deployed to locate injured or lost firefighters, and render aid and assistance to the member. The RIC Company(s) will then report their position and conditions to command for deployment of appropriate rescue resources to extricate the member if necessary.

High-rise Fires

For high-rise fires, RIC’s will be assigned to standby positions in the Resource Sector location, stairwell, or other appropriate location(s). A secondary standby location may be in the Lobby Sector location. RIC Company must take RIC bag, Thermal Imaging camera and appropriate tools to the Resource or Lobby Sector and standby.
It is the policy of the Phoenix Fire Department that no member will be permitted to continue emergency operations beyond safe levels of physical or mental endurance. The intent of the Rehabilitation Sector is to lessen the risk of injury that may result from extended field operations under adverse conditions.

The Rehabilitation Sector, radio designation REHAB, will be utilized to evaluate and assist personnel who could be suffering from the effects of sustained physical or mental exertion during emergency operations. Rehab Sector will provide a specific area where personnel will assemble to receive:

1. A physical assessment
2. Revitalization - rest, hydration and refreshments
3. Medical evaluation and treatment of injuries
4. Continual monitoring of physical condition
5. Transportation for those requiring treatment at medical facilities
6. Initial stress support assessment
7. Reassignment

A Rehab Team concept will be utilized wherever possible to establish and manage the Rehab Sector. This team will consist of:

1. Rehab Truck
2. Utility Truck
3. Rescue Truck
4. ALS Company
5. Designated Sector Officer with Crew

A Rehab truck will be dispatched on all First Alarm or greater incidents. It will continue to be the responsibility of Command to make an early determination of situations requiring the implementation of a Rehab Sector.

Command should assign C959 as the initial Rehab Sector officer whenever possible.

At times, due to the incident size or geographic barriers, it may be necessary to establish more than one Rehab Sector. When this is done, each sector will assume a geographic designation consistent with the location at the incident site, i.e. Rehab South, Rehab North.

A City bus may also be called to the incident scene to provide cooling.

The Rehab Sector and truck should be located in an appropriate position near the Command Post whenever possible. A utility truck and the mobile canteen will also be assigned to this sector.

The Rehab Sector area boundaries will be defined with blue tape and will have only one entry point. It will be divided into the following four sections:
SECTION A: Entry Point

This is the initial entry point and decontamination area. Members arriving at the entry point will remove their Personal Protective Equipment. Rehab Sector is responsible for Accountability and will assign a member to collect passports from crews and take a pulse rate on all crew members. Any member who has a pulse rate greater than 120 will report directly to Section C, Medical Treatment and Transport, where they will be treated appropriately. Members that do not require medical attention will then report to Section B, Hydration and Replenishment.

SECTION B: Hydration and Replenishment

This section is staffed by Rehab personnel that will provide supplemental cooling devices (active and/or passive cooling or warming as needed for incident type and climate conditions, fluid and electrolyte replacement, and the proper amount of nourishment.

Initial CID support will be provided in this section, if needed.

SECTION C: Medical Treatment and Transport

This section is staffed by an ALS crew and Rescue. Personnel reporting here will receive evaluation and treatment for heat stress and injuries. The ALS Company assigned will follow standard ALS Protocol and advise the Rehab Sector Officer of the necessity of medical transportation and extended medical attention requirements of personnel due to physical condition. Crews released from Section C will be released as intact crews to report to Section D.

The ALS crew in this section will pay close attention to the members:

1. Complaining of chest pain, dizziness, shortness of breath, weakness, nausea, or headache
2. General complaints such as cramps, aches and pains
3. Symptoms of heat stress
4. Changes in gait, speech, or behavior
5. Alertness and orientation to person, place, and time of members

After allowing 20 minutes for a cooling down period the pulse, blood pressure, and temperature will be rechecked. Any person with:

- A pulse greater than 70% of their maximum heart rate (220 – age = max hr)
- Blood pressure less that 100 systolic
- Blood pressure greater than 105 diastolic
- Temperature greater that 99.5F

Will be unavailable for reassignment to the incident and will require ALS treatment and evaluation. Further treatment may include relieving the member from duty for the remainder of the shift or transportation to the appropriate medical facility. The attending ALS unit will follow path protocol with Medical Control.
SECTION D: Documentation

Time-in and time-out for members/crews entering or leaving the rehabilitation area shall be documented. An EMS incident form shall be generated. Where emergency medical care is provided, an EMS Patient Care Report shall be generated and a copy placed in the member’s employee health record.

SECTION E: Reassignment

Health Center staff officer will operate this section. This critical section determines a crews’ readiness for reassignment. Diligent efforts and face-to-face communication with the Rehab Sector Officer are required. Personnel manning this section advise the Rehab Sector Officer of all companies’ status for reassignment and crews that are running short or without a company officer. This information is relayed to Command by the Rehab Sector Officer. Crews without a Company Officer will be assigned to another company or have a member of the crew move up to the Captain’s position.

The Rehab Sector Officer will collect accountability passports from companies reporting to Section A - Entry Point. The passports will be placed on a status board and all personnel will be logged on Rehabilitation Sector Personnel Log, Form No. 92-630. The log will indicate the assignments as directed by Command. Companies may be reassigned to operating sectors or released from the scene.

The Rehab Sector Officer will update Command throughout the operation with pertinent information including the identities of companies in Rehab, the companies available for reassignment, and the status of injured personnel. All personnel leaving Rehab will retrieve passports from the Rehab Sector Officer.

Company Officers must keep crews intact and report to the proper sections in Rehab. The Rehab Sector Officer will direct the crew to the proper sections; however, it is the Company Officer’s responsibility to make sure crew members receive refreshments, rest and a medical clearance.
The purpose of this procedure is to establish guidelines for the safe response of Fire Department companies to incidents involving violence.

Violent incidents are defined as any type of incident in which Fire Department members may be exposed to harm as a result of a violent or threatening act.

**DISPATCH AND RESPONSE POLICY**

Based upon the circumstances of the violent incident, Fire Dispatch will process fire units according to one of two modes:

1. Stage for P.D.—Confirmed Patient(s)
2. Respond directly to the P.D. secured scene and proceed with caution.

**RESPONSE CODES**

For calls where the incident taker knows or suspects that violence is involved, a Violent Incident Assignment (VI) will be dispatched.

- VI—closest Engine or Ladder and P.D.
- VI-ALS—ALS required, Rescue, and PD.
  (BC required for officer involved shooting)

The following is a list of the various Nature Codes that could be dispatched within this type of incident:

- Asslt – Assault
- Asslts – Assault, Stage per P.D.
- GSW – Gun Shot Wound
- GSWS – Gun Shot Wound, Stage per P.D.
- GSW2 – Gun Shot Wound, 2 patients
- GSW3S – Gun Shot Wound, 3 patients, Stage per P.D.

Command will be established on any VI assignment as needed (see Staging--Level I and Level II procedure)

Dispatch will collect as much information as possible and rapidly communicate that information to responding companies via radio and MCT. Dispatch will provide responding units with the Police channel the call is being worked on. The call will be assigned to Fire Channel 2 and the TRO and Lead Dispatcher will closely monitor the incident. The Deployment Chief/Supervisor will establish phone contact with P.D. until the scene has been secured. Units should monitor the P.D. channel and make radio contact with P.D. and announce that they are either staged or On the Scene.

The first-in company/unit should either stage in quarters until the scene is secured and reported as such by the Alarm Room, or proceed with caution as they respond. All other units responding will follow established staging procedures. In all cases, the first arriving unit or Command will make the decision to stage or to go into the scene. The decision should be based on experience, what can be seen, what can be heard, what can be learned from the radio or the MCT, what can be heard by
listening to P.D. radio traffic, prior experience in the area--and other factors. REMEMBER a CODE 4
given by the Police Department is a report for the Officer making that report ONLY not the SCENE.
The scene is only to be considered secured if the Alarm Room Chief/Supervisor gets a report for P.D.
confirming that and relays that information to the Company Officer assigned to the incident.

If the decision to stage is made, the Company Officer shall notify both Dispatch Centers that the unit(s)
is staged and their location. This notification to Dispatch is in addition to any other communications to
the Police Department that the Company Officer may initiate.

When the decision to stage is made:

1. Members should consider the hazards at hand. They should Stage, Level 2 in Quarters if the
   incident is within 1 mile of the station. Otherwise, stage a minimum of ½ mile from the incident,
   out of sight of the incident, with at least two (2) means of egress (backing out doesn’t count).

2. Members should remember that the crowd may be a hazard.

3. Units should turn off warning lights when staged and then turn them back on when completing
   the response to the scene. Turning off warning lights at the scene may reduce crowd attraction
   to the incident.

4. The best plan may be to retreat if necessary to ensure the safety of the crewmembers.

If Fire Department companies respond to an incident of an unknown nature and find themselves in a
violent situation, they will immediately retreat to a safe location. Emergency traffic should be used if
necessary, and the call should be balanced to a VI or VI-A assignment (whichever is appropriate).
Dispatch should be advised of the need for rapid police response.

During violent situations where fire crews are at risk of danger/injury and need police assistance
immediately, use the radio code "906." Dispatch will immediately advise the police dispatcher that a
fire company is in trouble and has transmitted a "906" code, and needs police assistance immediately.
Company officers should provide details of the situation when able to do so. Under a "906" code, Fire
Dispatch will not ask the company for details or why the police are needed.

In some unsecured violent incidents, with patients, it may be necessary for the Police Department to
deliver the patient(s) to fire companies at the perimeter (they become the Extrication Sector).
PURPOSE
The purpose of this procedure is to outline the Fire Department's approach to dealing with incidents involving civil disturbances. The procedure describes response modes, security, command structures, and cooperative approaches with the Phoenix Police Department and other agencies.

DEFINITION
Within this procedure, a civil disturbance is defined as a situation involving a random act, or several random or specific acts of violence directed at firefighters or other persons, or property.

PROCEDURE
The Phoenix Fire Department shall use a three-tiered approach to respond to incidents involving civil disturbances. It shall be the responsibility of the Deployment Chief/Supervisor, Company Officers, Battalion Chiefs and C958 to be alert to potential or actual hazards due to a civil disturbance. There are times when such potential is high and well known throughout the system; however, at other times, a single act or incident can spontaneously escalate into a significant disturbance. When an incident occurs, the first due Company Officer, his/her Battalion Chief and a Supervisor from the Phoenix Police Department will meet to determine the appropriate level of response for the area in question. Once that decision has been made, communication with the responsible Shift Commander is a MUST. Once this is completed, the Deputy/Division Chief in the Alarm shall be contacted with the appropriate dispatch information regarding the designated area.

It is critical that the Deployment Chief/Supervisor remain alert at all times to the potential of a civil disturbance. What may appear to be a few unrelated incidents in a particular part of the City can be the only warning of a significant disturbance in its early stages. C958 should be contacted to assist in gathering information related to the incidents. Incidents can also occur in more than one area of the City simultaneously. Unnecessary delay in implementing this procedure can result in significant risk to fire department companies and negatively affect the development of the Command System.

NOTIFICATIONS
Any company experiencing an act of violence against them shall immediately report the incident to the Dispatch Center. The Dispatch Center will notify the appropriate Battalion Chief and C958. If the severity of the situation dictates that a Tier 2 or Tier 3 response is in order, the following notifications will be made by Dispatch & Deployment:

* Fire Chief
* Emergency Services Assistant Chief
* Shift Commanders
* District Commander
* Police Liaison Officer
* Department P.I.O.
* Homeland Defense Liaison/C958

After a plan is developed to address the situation, Dispatch will send a notification of the situation to all Phoenix printers that will include a brief description, identify the boundaries, and duration of effect. Dispatch will perform an All Call and Announce, "All Stations Check Your Printer for a Response Message."
Additional communications between any of the mentioned parties will be necessary, but aren't part of the notification process and will vary from situation to situation.

The Shift Commander and the District Commander of the area affected should review the Tier Response Plan frequently and initiate communication to the department of any changes and the current status of the situation.

Any Tier 2 or Tier 3 situation should be reported as an exception in the Department Daily News and to all fire station printers.

**TIER-ONE RESPONSE:**
When responding to an incident involving potential violence, the Dispatch Center and all responding units shall follow the procedures outlined in the Operations at Violent Incidents procedure (M.P. 206.01).

**TIER-TWO RESPONSE:**
When an actual act of violence towards firefighters has occurred at a specific location of the City (i.e., a random bullet fired at a fire apparatus, but resulting in no injuries), and there are no indications that the situation involves any other related acts, a perimeter shall be identified a minimum of 1/2 mile in each direction from which the act occurred. For at least the remainder of that work shift, fire department companies shall not respond into that area without a police escort, and shall stage according to the requirements of the response to violent incidents procedure when they do enter the area. Future Code 3 response shall not occur into or through the area; companies shall stay clear of the area when returning from other calls. All surrounding fire department companies shall return to and remain in their stations except to respond to and return directly from calls.

Any fire stations located inside the established perimeter shall have all their resources reassigned to a station outside the perimeter or to a Level II staging area. All support apparatus, such as brush trucks, tankers, etc., will also be relocated.

Fire stations located adjacent to the perimeter area will remain in their stations but shall go into a "Lockdown" mode for security reasons. All doors will be closed and locked. Members will remain indoors at all times.

**TIER-THREE RESPONSE**
When a series of actual acts of violence have occurred in a specific area of the City (i.e., unrelated set fires, a series of assaults, or looting), a perimeter encompassing one or more square miles shall be established around the area. A Command Post shall be established well outside that perimeter utilizing the command van, suburban, or if appropriate, a fire station. When possible, a joint Command Post should be established with the Police Department. If this is not possible, a ranking Police Officer should be requested to report to the fire department Command Post.
Command shall establish Level II Staging near the Command Post and request appropriate resources from Dispatch. The following Branches and Sectors may be assigned:

- Logistics Section
- Rehab Sector
- Staging Sector
- Accountability Sector
- Dispatch Liaison Sector
- Police Liaison Sector
- Resource Sector
- Treatment Sector
- Public Information Sector
- Other Sections Branches and Sectors

Close communications shall be maintained between the fire alarm (The on call Dispatch Deputy/Division Chief will respond to the command post to assume Dispatch Liaison Sector if directed by command), and the Police Liaison. The Command Post will direct all responses into the Hazards Zone. Dispatch will provide Command all requests for emergency service in the identified area. Dispatch will also advise command of all emergency requests to perimeter areas. Command shall determine the appropriate response to the incident (if any), the radio channel, obtain a police escort, and actually direct the companies to respond.

All resources responding into the perimeter will be grouped (no single company responses) and with police escorts. Responding units will communicate only with Command. Request for additional assistance by a company/unit shall be directed to Command, utilizing the emergency traffic procedure if necessary. Upon completion of the call, the companies shall return to the Command Post, be accounted for, and return to Level II Staging. In addition to Command, Dispatch must also monitor all radio traffic. Command should consider rotating units from throughout the City into the Level II Staging area to respond. This can help reduce tension and maintain alertness among the crews. If disturbances are occurring in more than one area of the City, this system may be duplicated in other locations. When operating in a Tier-Three situation, emphasis must be placed on stabilizing the incident as rapidly as possible, if safe to do so, and then pulling out.

SAFETY CONSIDERATIONS:

- No single company responses will be permitted in Tier-three situations.
- Police escorts will be required.
- All fire department personnel will respond to and from all emergencies in full protective clothing (helmet, bunkers, etc.) in Tier-two and three modes, and will remain in full gear until returned to staging or their assigned fire station.
- Use of sirens and air horns within the perimeter should be avoided. Emergency light may be used.
- When responding to Tier-two and three situations, apparatus must be placed in a manner that will allow for rapid, unobstructed, retreat from the area. Apparatus must also be parked in a manner that best protects the crew.
- When operating in Tier-two and three modes, all tools and equipment located on the exterior of apparatus must be removed and placed in interior compartments.
- Crews should be careful about what is said over the radio. Outside speakers on apparatus broadcast all messages (to the public). MCT’s or cellular phones should be used as much as possible for sensitive communications.
• Our members must control their behavior. We should back off in most potentially violent situations so that we don’t fuel a major disturbance when it could have been avoided with the use of discretion.

TACTICAL CONSIDERATIONS
• Patients may be more effectively treated in a potentially violent situation if the patient is rapidly removed from the scene to an exterior treatment area (scoop and run).
• When no lives are at stake, emphasis will be on protecting savable property. Buildings, vehicles, etc. that are fully involved with no or little exposure problem, may be left to burn.
• Emphasis will be fast attack, heavy streams to rapidly control and extinguish the fire and then to get out of the area. Routine salvage, ventilation and overhaul practices may be discontinued. Use of hand lines should be limited.
• All fire units will enter the perimeter as intact groups, travel in groups, operate in groups, and return in groups.

OTHER CONSIDERATIONS
• Any civil disturbance has the potential of escalating into a major situation.
• We should escalate the response to a civil disturbance to include Chief OFFICERS quickly to provide Command support and other agency liaison responsibilities.
• There are several apparatus located at fire stations (i.e. brush, ambulances, etc.) that can be staffed to substantially increase the number of units available to respond to emergencies (in groups).
• Call back of off-duty personnel and staffing of reserve apparatus may be necessary.
• A fire station or other City facility, or school, if appropriately located, may make an excellent Command post and staging area and can be easily secured. Think big! Schools may allow more effective space.
• The City EOC may be activated, and if so, will require appropriate liaison with Command.
PURPOSE:

To provide the procedure and standard format for preparing and disseminating important post-incident critique information.

I. PREFACE

Post incident analyses (PIAs) provide a mechanism to disseminate information regarding significant or unusual incidents. Information derived from a PIA will be used to improve services to the public and to identify operational procedures, tactics, and safety policies that may be improved through training.

II. INCIDENTS THAT MAY REQUIRE A PIA

The Operations Bureau duty deputy chief will determine when a PIA shall be completed based on, but not limited to, the following criteria.

A. Incidents that are greater than one alarm or present extraordinary circumstances.
B. Incidents that require an unusual tactic, such as a helicopter rescue.
C. Incidents that require specialized equipment for mitigation, such as hazardous materials, cave-in, or building collapse incidents.
D. Incidents involving or had the potential for significant injuries to firefighters and/or civilians.
E. Incidents involving mass casualties.
F. Any EMS incident that requires an unusual amount of resources, tactics, or equipment.
G. Any other event at the discretion of the incident commander or higher ranking officer in the Fire and Rescue Department.

III. PREPARATION AND FINALIZATION OF THE PIA

A. Unit Officer Responsibilities

1. Each unit officer shall complete an FRD-046, Post Incident Unit Action Summary, and forward it within two working days of the incident to the battalion chief where the significant incident occurred.
B. Incident Commander Responsibilities

1. The incident commander shall use the FRD-046 (Post Incident Unit Action Summary) and FRD-075 (Significant Incident Report) to prepare the PIA.

2. The PIA should provide specific and concise information about the incident. The PIA is intended as a training tool and should not take the place of an incident critique.

3. The PIA shall be completed with the following information:
   a. Incident – a brief description of the dispatch information and the incident.
   b. Weather – a description of the conditions during the incident.
   c. Resources – list the resources dispatched to the incident according to the alarm they were dispatched on.
   d. Building Construction – describe the building construction and access (if applicable).
   e. Conditions Upon Arrival – give a brief description of the conditions reported by the first arriving unit. Provide a description of strategy and tactics utilized.
   f. Initial Actions – list the unit actions under each division or group including the command structure of each sector in a concise format.
   g. Lessons Learned – list actions that could be improved upon in an objective and positive manner.
   h. Incident Summary – summarize the incident, incident actions, and any positive points of the incident.

4. The PIA shall be forwarded to the appropriate shift deputy chief within 15 calendar days of the incident critique.

5. The PIA shall be reviewed and approved by the shift deputy chief, the Assistant Chief of the Operations Bureau, and the Fire Chief and posted to the department’s Intranet and distributed within 30 calendar days of the incident critique.

IV. REVIEW

A. Station commanders shall ensure that PIAs are reviewed by all shifts and placed in a binder for future reference.

B. Shift leaders shall document review of the PIAs on their training reports.
Post-incident critiques of major and significant incidents provides an opportunity to review the effectiveness of actions and procedures in their application during actual incidents. It is also an opportunity to review the overall quality of the services provided to the customers at the incident. This review is extremely valuable in improving procedures and incident operations. Formal departmental critiques will be conducted at the discretion of the Tactical Services Chief.

**Critique Sector--Implementation**
An incident Critique Sector may be utilized at major incidents. This sector will be implemented automatically by the Training Academy officer responding to the incident. Command must be notified of the Critique Sector's establishment. In the absence of an Training Academy officer, the Tactical Services chief or the Incident Commander will designate a fire officer to implement this Sector.

A critique "team" may also be implemented as part of the Critique Sector at greater alarms, or other significant incidents at the request of Command, to prepare and conduct a critique. Command must be notified of the Critique Sector's establishment. The Tactical Services Chief, or his/her designee, will select team members and make critique assignments.

**Critique--Sector Responsibilities**
The responsibilities of the Critique Sector will be:

* Produce a drawing of the incident layout and other details needed for a critique. This includes a drawing of the building or incident site with appropriate dimensions, apparatus placement, size and positions of hose lines and master streams, accountability locations, etc.
* Provide descriptive notes of observations related to actions and effectiveness of companies and sectors, unique problems, etc.
* Coordinate and ensure the photography/videography of the incident by the fire department personnel.
* Complete/Coordinate any other request of the Incident Commander, or operations officer as related to critique preparation.

**Post-Incident Preparation**
Post incident preparation for a critique will begin immediately following a major incident. The shift commander or battalion chief will determine the need for a critique and initiate the post-incident preparation once the incident is identified as one which will be critiqued. The Tactical Services Section will assist in gathering information and coordination of the critique.

**Determining Critique Levels**
The incident may qualify for one of five levels of critique. The Assistant Chief of Operations, or designee, will determine the level at which the incident will be critiqued. The Tactical Services Section will coordinate and/or conduct the critique.
1. Individual--Conducted within the individual company by the company officer. May include other companies. Usually self initiated by the company officer. No documentation of the critique required.

2. Company Level--Post-incident critique conducted on site, prior to departing the scene. Initiated by Command or battalion chief. Informal and brief.

3. Battalion Level--Initiated and organized by the battalion chief. Scheduled assembly of the necessary companies as soon as possible after the incident. Structured critique format. Battalion chief completes critique analysis form and forwards to the Tactical Services Section.

4. Operations Level--Conducted within the battalion by the battalion chief or Shift Commander. This may be a first alarm or multiple-alarm incident, or other significant incident whose site operations were uncomplicated, and generally did not involve a large response of fire department resource or outside agencies. A standard critique packet will be utilized to prepare for and conduct the critique. A critique summary will be completed. All critique materials and documents will be forwarded to the Tactical Services Section for filing.

5. Department Level--Utilized for critiquing large-scale or complex incidents that involved a large response of fire department resources and several outside agencies or incidents that were unusual or tactically significant occurrences. A chief officer will be selected to prepare and conduct the critique. A team may be assigned to assist also. A standard critique packet will be utilized to prepare for and conduct the critique. A critique summary will be completed. All critique materials and documents will be forwarded to the Tactical Services Section. The Tactical Services Section will be responsible for coordinating the date and location of department level critiques and making Buckslip and other notifications.

This critique will require greater coordination, investigation, and preparation. It will be conducted at a selected location to accommodate a large attendance.

Critique Preparation Packet

Since a major incident affects all divisions and sections of the department in one degree or another, the operations and department level critique will review the total incident response rather than just simply the site operations aspects of the incident. A thorough critique of major incidents may require the assistance of several divisions or sections. Therefore, the following Divisions and Sections will be asked to submit at least the following information/materials. Turnaround for submitting the information to the Tactical Services chief will be ten (10) calendar days.

Urban Services--Code Enforcement Section
* Submit a summary of the building fire inspections history and history of fire code violations, including a list or a summary of the number and types of Certificates of Occupancy's that have been issued and any building alterations or other modifications that have been made.
* Ensure and provide site photography, including aerials as needed.
* Provide slide/photograph processing and duplicating (10 working-day turnaround).

Resource Management---Responsibilities
* Provide summary of incident observations and response.
* Provide a summary of Resource Management’s response (who responded and on-scene actions).
* Provide a summary of any sector or Section responsibilities assumed and their effectiveness (i.e., Rehab sector, water supply, Logistics Section etc.).
* Submit a summary determination as to whether the building met the current fire code, and if not, what requirements were needed to meet the code. Also indicate any code requirements that the fire building is required to meet as an existing building/fire code.
* Provide a summary analysis of the building, describing the type of structure, type of roof structure, etc., and the affect of fire on the structure and systems.

Urban Services--Investigations Section
* Provide a summary report identifying the point of origin, type of ignition (i.e., accidental electrical, suspicious flammable liquids, etc.).
* Provide a brief description of type and route of fire spread. Specifically, if the building did not collapse, identify locations within the structure that were compromised and near collapse, or presented other hazards to firefighters.
* Provide building value and loss figures.
* Provide a summary of the fire protection and detection systems in the building and the effectiveness of those systems during the fire.
* Provide a list of fire protection and detection systems, or building designs, that were not provided, that would have reduced life loss, injury, or would have reduced property loss (this list shall not be restricted to current code required features).
* Provide information as to whether the fire may have been related to other fires.
* Provide a follow-up report by the critique date on additional information (releasable) on the investigation.
* Provide releasable photographs or slides and/or video taken by investigators that may be helpful to the critique process.

Training Academy--Responsibilities
* Responds to major incidents for training needs, evaluation, and establish the critique sector.
* Provide site drawings of incident layout, apparatus positioning, attack line placement, accountability locations, etc.
* Provide a summary description of equipment or apparatus performance, repairs, refueling, etc.

Corporate Communications--Responsibilities
* Provide incident video.
* Provide collection of appropriate news media video, photographs, etc.
* Provide editing/production of critique video.
* Provide graphic slide or transparency production.

Dispatch and Deployment--Responsibilities
* Provide audio tapes (2 copies) of the phone reports, dispatch, and tactical channel operations through to the report of fire control. Forward to Tactical Services.
* Provide incident history printout. Forward to Tactical Services.
* Conduct an in-house critique of dispatch and alarm activities during the incident.
* Provide a summary of Dispatch and Deployment critique and incident activities, identifying such items as call-back of personnel, equipment or activity problems, number of other incidents dispatched, etc., and any lessons learned from the in-house critique. Forward to Tactical Services.
Safety--Responsibilities
* Provide a summary of incident observations of safety related issues.
* Provide a summary of firefighter injury history, patient follow-ups.
* Provide a list of recommended corrective actions.

Emergency Medical Services Section--Responsibilities
If the incident involves multiple patients:
* Provide a summary of the EMS sections response and incident evaluation.
* Provide a summary on patient distribution by hospital, number of patients to each, triage category at site, hospital priorities, etc.
* Provide a summary of triage tagging effectiveness & accuracy based on patient follow-up.
* Provide follow-up report summary on patient injuries, expected outcomes, etc.
* Provide lessons learned from any in-house critiques of EMS operations.

Special Operations Section--Responsibilities
If the incident involves a response of special operations resources:
* Provide a summary of Special Operations Section response and evaluation by section officer.
* Provide a summary of site operations/actions by special operations units.
* Provide a summary of hazardous materials present, their hazards to fire fighters, and suggested incident management and procedures.
* Provide copies of DOT Guidelines and other related literature and reference material for product(s) involved.
* Provide a summary of cleanup operations.
* Provide lessons learned from any in-house critiques of Special Operations incident activity.

Battalion Chief's--Responsibilities
* Initiate Critique Process
* Provide a summary of observations, problems, actions, and activities encountered.
* Provide a summary of responsibilities and activities and their effectiveness from each sector.
* Complete an incident analysis form (# ) and submit it to the Tactical Services chief where appropriate.
* Provide recommendations as appropriate.
* Provide photographs/slides/video taken by Field Incident Technicians.

Field Incident Technician Responsibilities
* The Field Incident Technician of the Incident Commander, or designated critique officer, is responsible for the following.
* Assist Battalion Chief/Shift Commander in preparing critiques.
* Immediately collect all slide film, including film shot by other FIT's, for rush processing.
* Immediately provide all video tape, including video from other FIT's.
* Immediately send out CAD critique questions using the Battalion/Shift Commander CAD Terminal. Questions should be sent to all companies involved and returned to the Battalion/Shift Commander printer.
Field Incident Technician Responsibilities
* Initiate the mailing, through department mail of the critique packet request for critique information to the appropriate identified sector officers, and designated divisions and sections. This material should be returned to the sending battalion or Shift Commanders office.
* Collect all tactical worksheets and other drawings.
* Coordinate, with the Incident Commander, a drawing of the organization chart, using the diagram in the critique packet.

Shift Commander’s--Responsibilities
* Initiate/support Critique Process
* Provide a summary of observations, problems, actions, activities encountered.
* Complete an incident analysis form and submit it to the Tactical Services chief where appropriate.
* Provides recommendations as appropriate.

Tactical Services Section - Responsibilities
* Responds to incident for incident evaluation and analysis.
* Initiates critique process once critique level is determined.
* Field Incident Technician distributes/collects critique packet information requests to/from Divisions and Sections.
* Collects critique materials (i.e., slides, information requests, etc.).
* Meets with Shift Commander and Incident Commander to review incident and prepare critique materials.
* Provides selected critique officer with critique packet and materials.
* Battalion Chief/Shift Commander coordinates critique presentation notifications with affected shift commanders, as needed.
* Coordinates time and location of critique.
* Assists as needed with critique preparation/presentation.
* Collects post-critique materials, lessons learned.
* Coordinates the final drawing of site layouts, etc.
* Prepares critique review training package.
* Publishes results of critique lessons learned for company review and entry into Volume 8.
* Maintains file of all critique materials and lessons learned.
* Initiates changes in procedures, plans, equipment, etc.

Critique Officer--Responsibilities (Selected Chief officer)
* Review CAD - L.O.C. information on building.
* Determines if building is in CAD, if information is complete and accurate; makes appropriate updates.
* Obtains a hard-copy printout of CAD L.O.C. history for critique.
* Reviews collected critique materials.
* Prepares critique presentation materials.
* Works with the Tactical Services Chief and Shift Commander in preparing and conducting critique.
* Conducts the critique.
* Provides Tactical Services Chief with lessons learned.
* Prepares a critique summary with lessons learned.
* Returns all critique materials to Tactical Services Chief.
Critique Package--Collected Materials
Once all requested summaries and other materials are returned to the Tactical Services Chief, they will be forwarded to the selected critique officer as a critique package.

Critique Presentation Scheduling
All Divisions, Sections, and Command officers from other departments will be notified of a department-level critique via a Buckslip/e-mail notification. The Tactical Services Section will initiate the notice. Shift Commanders will coordinate the scheduling of selected companies and personnel to the critique in their affected districts.

For operations-level critiques, the affected Shift Commander and battalion chief will be responsible for coordinating the scheduling and attendance of selected personnel and companies.

Critique Presentation Format
In order to provide consistency in the critique process, the critique officer should follow the standard format when conducting the critique. Modifications and additions in the format are permitted.

Incident Critique Summary
Following the critique, the Critique Officer is responsible for completing the critique summary. This is a two-three page written summary of the event and lessons learned. The written summary, plus a drawing of the incident site, must be completed. This summary is used for training purposes and a final copy will be issued to Volume 8 (see page 16 for summary outline). All data, and other materials used to prepare for and conduct the critique must be forwarded to the Tactical Services Section within 10 days of the critique.

Company-Officer Critique Review
Company-level critique review will be presented to all company officers on a regular basis throughout the year. The objective of the critique review is to provide the follow-up training of lessons learned to all company and Command officers of the department.

The Tactical Services Section will prepare the Critique Review Training Packet. The training packet will include video, slide, transparency, and other materials emphasizing lessons learned. The Tactical Services Chief, or his designee, will conduct the critique review at quarterly company officer meeting.
CAD Questionnaire

CRITIQUE QUESTIONS--FIRES

Please respond to the following critique questions and send your responses to (List the Battalion/District printer code). There is no need to rewrite the question, just use the corresponding number for your response. Respond by the end of today's shift. Thank you for your help.

The questions are for the:

Incident # ________ Address

1. Describe the conditions of the emergency upon your arrival.

2. Describe your actions or assignments.
   A. If you laid a supply line, from where to where?
   B. If you used an attack line, what was its original size?
      If it changed in size, what size was used after the change?
   C. Where were your attack lines (streams) deployed?

3. If you were a sector officer, identify the sector and describe the objectives of your sector.

4. Identify and describe any unique problems you may have encountered.

5. Describe any events or actions at this emergency that assisted you in accomplishing your objectives or tasks.

6. Describe any events or actions at this emergency that may have hindered you in accomplishing your objectives or tasks.

7. Did you encounter any SAFETY problems? If so, identify.


9. What would you do differently the next time?

10. Any recommended changes in plan, procedures, training, or equipment as a result of this incident?
CRITIQUE PRESENTATION FORMAT--STRUCTURAL FIRES

- Critique should be limited to a maximum of 1 to 1-1/2 hours in duration if possible.
- Conflict should be moderated by the Critique Officer so that the critique remains a productive learning experience.

I. Introduction
   a. General introduction on the incident
   b. Unique circumstances/problems, etc.
   c. Review Tactical Preplan information

II. Building Structure/Site Layout
   a. Review type of structure, and post-incident structure analysis, or incident site layout.

III. Review Fire Code History
   a. Review code requirements, deficiencies etc., as applicable.
   b. Review file history on building alterations, inspections, etc.

IV. Dispatch and Response
   a. Play tapes of reporting, dispatch, on scene reports
   b. Analyze dispatch, on scene reports
   c. Was dispatch appropriate for nature of reports?

V. Site Operations
   a. Analyze structural integrity of building based fire conditions on arrival, at 10 minutes, at 20 minutes, at 30 minutes
   b. Review/analyze size-up decisions by Command
   c. Review/analyze strategy/action plan
   d. Review/analyze offensive/defensive decisions by Command
   e. Review risk analysis applied to the incident
   f. Review/analyze sector operations
   g. Review/apparatus positioning
   h. Review attack line selection/positioning, etc.
   i. Review ventilation operations
   j. Review loss control operations
   k. Review night time and interior lighting operations

VI. Rescue Sector
   a. Review/analyze Sector activities
   b. Review apparatus positioning
   c. Review hoseline selection
   d. Review search plan
   e. Review rescue plan
   f. Discuss problems encountered
VII. Staging
   a. Early Level II
   b. Location adequacy
   c. Communications
   d. Site Access

VIII. Communications
   a. Review dispatch and deployment functions during incident
   b. Review/analyze the communication process
   c. Did Command receive adequate, accurate and timely information?
   d. Did Command effectively communicate his/her plan, objectives and other information to sectors/companies?
   e. Did sectors effectively communicate plans, objectives and other information to companies?

IX. Support Functions
   a. Review rehab operations
   b. Review equipment/apparatus failures, repairs
   c. Review water supply

X. Safety Sector
   a. Discuss safety aspects of incident
   b. Review injuries, causes, etc.
   c. Review corrective actions

XI. Accountability
   a. Discuss fireground accountability
   b. Determine if accountability was accurate
   c. Were accountability locations easily identified
   d. Have Accountability officers describe accountability operations, problems
   e. Discuss, Review Accountability Sector operations
   f. Accountability Benchmarks

XII. Investigations
   a. Review cause, point of origin, fire spread
   b. Update on investigation
Critique should be limited to a maximum of 1 to 1-1/2 hours in duration if possible. Conflict should be moderated by the Critique Officer so that the critique remains a productive learning experience.

I. Introduction
   A. General Introduction
   B. Unique circumstances, problems, etc.

II. Scene Operations
   A. Unique Problems
   B. Situation on arrival, 10 minutes, 20 minutes, 30 minutes
   C. Size-up
      1. Early call for assistance
      2. Updates/progress reports
      3. Action plan updates/progress reports
   D. Plan of action/strategy
   E. Command Operations
   F. Sector Operations
      1. Scene safety, extrication, treatment, transportation, staging, occupant services, AR vans
   G. Scene arrangement/layout
      1. Sectors, apparatus positions, lighting, rescue access, loading points, obstacles, barriers
   H. Outside Agencies
      1. Private Ambulance
      2. Hospitals
      3. Police
      4. City Transit
      5. Medical Examiner
      6. Airport

III. Communications
   A. Dispatch, On-scene reports
   B. Dispatch and Deployment Operations
      1. Notifying hospitals, outside agencies
      2. Progress Reports
      3. Problems encountered
   C. Transportation Sector Communications/Coordination
IV. **Support Functions**
   A. Safety Sector
   B. Rehab Sector
   C. Resource Management - Equipment/Supplies

V. **Staging Operations**
   A. Early Level II?
   B. Rescues
   C. Fire Apparatus
   D. Other agencies

VI. **Triage/Patient Outcomes**
   A. Accuracy of Triage Decisions
   B. Appropriate Treatment & Packaging

VII. **Conclusion**
   A. Patient Follow-ups/Outcome
   B. Department Medical Physician - Review/Input
   C. Lessons Learned
   D. At-A-Boy's
CRITIQUE PRESENTATION FORMAT--HAZARDOUS MATERIALS

- Critique should be limited to a maximum of 1 to 1-1/2 hours.
- Conflict should be moderated by the Critique Officer so that the critique remains a productive learning experience.

I. INTRODUCTION
   A. General introduction on incident
   B. Unique circumstances/problem, etc.
   C. Review Tactical Preplan information

II. SITE REVIEW
   A. Review type of structure and post incident structure analysis as appropriate, or site layout review
   B. Review storage/Interior – Exterior
   C. Review type of container/transport involved
   D. Review roadway location, access, drainage
   E. Review storm drains and sewer systems
   F. Review weather conditions

III. FIRE CODE HISTORY
   A. Review code, laws, regulations and deficiencies
   B. Review file history on building alternatives, inspections, citations, etc.
   C. Review file on spill history

IV. DISPATCH AND RESPONSE
   A. Play tapes of reporting, dispatch, on scene reports
   B. Analyze dispatch, on scene reports
   C. Dispatch adequate for nature of reports?

V. SITE OPERATIONS
   A. Analyze structural/container integrity, based on arrival conditions, at 10 minutes, at 20 minutes, at 30 minutes, etc.
   B. Analyze the spill/release conditions at 10 mins, 20 mins, 30 mins, etc.
   C. Review/analyze size-up decisions by Command
   D. Review/analyze strategy/plan
   E. Review/analyze offensive/defensive decisions by Command
   F. Discuss risk analysis
   G. Review/analyze sector operations
   H. Review apparatus positioning
   I. Review ventilation operations
   J. Initial action by first responder
   K. Initial action by HIRT units
   L. Did HAZ MAT sector establish all necessary sub-sectors?
   M. Review/analyze evacuation process
VI. Staging
A. Early Level II
B. Location adequacy
C. Communications
D. Site Access

VII. HAZ MAT OPERATIONS
A. Review product identity process
B. Review product fire, explosive, and health risk
C. Review product containment and control measures
D. Review entry and Hazard zone operations
E. Review clean-up process
F. Review weather monitoring
G. Review decontamination measures/practices
H. Review research data used
I. Review instrumentation measures/practices

VIII. AGENCY COORDINATION
A. Review outside agency response
B. Review agency coordination and usage at incident

IX. COMMUNICATIONS
A. Review/analyze the communication process
B. Did Command receive adequate, accurate and timely information?
C. Did Command effectively communicate his/her plan, objectives and other information to sectors/companies?
D. Did sectors effectively communicate plans, objectives and other information to companies?
E. Did Command request appropriate information from Haz sector to develop a plan of action?

X. SUPPORT FUNCTIONS
A. Review Dispatch & Deployment functions during incident
B. Rehab operations
C. Equipment/apparatus failures, repairs
D. Water supply

XI. SAFETY SECTOR
A. Discuss safety aspects of incident
B. Review injuries, causes, etc.
C. Review corrective actions
D. Haz Mat sector officer function

XII. INVESTIGATIONS
A. Review cause, point of origin, fire spread
B. Update on investigation
CRITIQUE SUMMARY

ADDRESS OF INCIDENT
NUMBER OF ALARMS
DATE
INCIDENT NUMBER AND TIME

RESPONSE

Time - type of alarm - companies dispatched (list time, alarms, companies)

UNIQUE PROBLEMS

(List any unique problems)

ON-SCENE ACTIONS

Describe in brief summary of 2-3 paragraphs, the actions, tactics and plan of on-scene companies and Command.

LESSONS LEARNED

List lessons learned. Reference MP's where appropriate. Emphasize the positive. Present negatives in a positive manner.

INCIDENT ORGANIZATION CHART

Provide a Command organizational chart.

FIRE GROUND DRAWING

Attach an 8 x 11 drawing of the fire ground reflecting apparatus positioning, and hose line placement.

Example

An example of a completed critique summary will be included in critique packet supplied by the Tactical Services Section.
This procedure provides guidelines for conducting post incident reviews. Fire companies are usually involved with several incidents each shift after which they could participate in a post incident review. Participants will benefit most when a post incident review is conducted at the incident scene. Information will be fresh in everyone’s mind and the scene may help to reinforce learning. The Battalion Chief or Company Officer can conduct a review after any incident.

Several areas will be identified for discussion in each review.

- Response times
- RIC response
- Safety
- Firefighting
- Rescue
- Property Conservation
- Loss Control
- Other customer service issues

A new form has been developed to assist the BC in being thorough and consistent in the review. The form should be completed by the Battalion Chief and forwarded to the Tactical Services Section for review, reporting, and training. The reverse side of the Tactical Worksheet and other review check sheets are good tools to use in assisting a review of any incident. Use visual references of the scene whenever possible.

The purpose of the safety component of this review is to emphasize firefighter safety by reinforcing safety behaviors, assess the current level of safety (measure how we’re doing), and identify areas where safety improvement can be made.

The focus of the review should be on the overall operation, firefighter safety and survival, and customer service. Reinforce all safety behaviors. In doing so, remember that individual successes should not outweigh the safety of the overall operation or crews.

The Post Incident Review should be concluded on a positive note. Single company reviews which are conducted by Captains after an incident or training exercise can be used to chart a company’s improvement. In areas such as safety, the review may assist in focusing on areas a company may need to improve. Included in this procedure are check sheets to be used as tools in evaluating operational safety.
FIRE CONTROL EVALUATION

EVALUATION #________ SHIFT________ INVESTIGATOR______________

BY_________________________ (Circle One) OFFENSIVE--DEFENSIVE--MARGINAL O/D

DATE_________BATTALION_________ WORKING FIRE--SMOKE CONDITION--OTHER
(Circle appropriate one(s))

Describe building/occupancy conditions on arrival and action taken _____________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Describe effectiveness of operation ____________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Describe special considerations (hazardous materials, rescue, welfare efforts, injuries)__________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Describe salvage/overhaul operations __________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Describe condition of scene for investigator/occupant ____________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

ITEMS REQUIRING ATTENTION

Procedures_____ Dispatch/Response_____ Apparatus_____ Training_____
Equipment_____ General Operations_____ Evaluations_____ Command_____
Protective Clothing_____

What operations would you Change? ____________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

What operations worked well? Why? __________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
E.M.S. INCIDENT EVALUATION FORM

City of Phoenix, Arizona
Fire Department

Officer reporting______________ Battalion/Shift______________ Date________________________

Card/Time______________ @______________ Address______________________________________

Treatment Level: E.M.T. ☐ Paramedic ☐ Other ☐ Units Responding__________________________

Description of incident (include number and priority of victims)______________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Describe extrication procedures performed______________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Describe treatment___________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Describe transportation________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Describe how triage was performed_____________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Describe anything that differed from Operational Manual; anything that created problems or caused the incident to work extremely well.

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________
As soon as possible after a line of duty death has occurred, the Fire Chief shall assign an Investigation Team to conduct an investigation of the circumstances of the event. The objective of this team shall be to thoroughly analyze and document the events leading to the death and to make recommendations aimed at preventing similar occurrences in the future.

This procedure may also be utilized in the event of a serious accident involving Fire Department personnel that may or may not have resulted in death or injuries.

The principal goal of the Investigation Team shall be to identify the causal factors pertaining to the event and to recommend actions that would prevent or reduce the risk of a similar event.

A secondary objective shall be to obtain, document and secure evidence, which may be a factor in any regulatory actions or litigation resulting from the incident.

The Investigation Team report shall be separate and distinct from any Fire Cause Investigation. A copy of the Fire Investigation report should be included in the final report package.

The Investigation Team report and all related documentation shall be an internal Fire Department administrative report.

The investigation of incidents involving death or serious injury to Fire Department members shall be directed by an officer designated by the Fire Chief. The Investigation Team shall report to the Fire Chief through the designated Team Leader, who shall be responsible for the management of the investigative process.

The Investigative Team shall include the Fire Department Safety Officer, a Performance Auditor and such additional personnel as may be required by the specific circumstances of the event.

When a member of a represented employee group is involved in the incident the union shall be invited to appoint a member to the Investigation Team.
All members of the Fire Department shall give their full and complete cooperation to the Investigation Team.

The duties and responsibilities of the Investigation Team shall include:

- gathering and analysis of all physical evidence relating to the event
- written interview summaries of all witnesses with direct or indirect knowledge of the circumstances
- documentation of radio traffic, telephone conversations, witness statements, photographs, film, videotape and related information
- consultation with persons having special knowledge of the factors involved in the incident, including experts and consultants from the private sector
- liaison with other agencies involved in investigation of the incident
- development of a full written report on the incident, including conclusions and recommendations

The Investigation Team Leader shall establish and maintain an ongoing liaison with the City Attorney, Personnel Safety Division and Risk Management Division relating to the investigation.

It is the policy of the Fire Department to cooperate fully with all other governmental agencies having legal cause to be involved in the investigation of a Line of Duty Death incident and to cooperate voluntarily with organizations working in the areas of fire service occupational safety and health education and training.

The Division of Occupational Safety and Health of the Arizona Industrial Commission will conduct an investigation of incidents resulting in serious injury or death of Fire Department members. The Investigation Team will provide liaison with the OSHA investigators.

Other governmental agencies that may be involved in an investigation include:

- United States Fire Administration
- National Institute for Occupational Safety and Health
- Law Enforcement Agencies
- State Fire Marshal
- Arizona Industrial Commission

The participation of these agencies shall be at their own discretion, depending on the circumstances of the particular incident. These agencies may or may not produce their own reports of the incident with recommendations or corrective actions. These reports do not supercede or substitute for the Investigation Team Report.

The Investigation Team shall utilize the resources of individuals and agencies outside the Fire Department to assist in the investigation and/or provide technical consultation when necessary. These resources include:
DOCUMENTATION

The Investigation Team shall ensure that the scene of the incident is fully documented, including diagrams, photographs and observations.

When feasible, all witness interviews shall be recorded and/or transcribed. An investigator's notes should be used only to refresh the memory, and once they are reduced to report form, destroyed.

NOTES:

1. Employees who are members of represented groups shall have the right to have a union representative present during an interview.
2. The Investigation Team shall coordinate its activities with Fire Investigations to avoid interference in any criminal investigation relating to the incident.

THE INVESTIGATION TEAM SHALL

Obtain and secure tapes and printouts of telephone and radio conversations and CAD transactions relating to the incident. The pertinent aspects of the radio and telephone tapes shall be transcribed.

Gather and document any physical evidence relating to the incident. Physical evidence shall be secured and labeled.

Obtain, examine and secure all protective clothing and equipment used by the personnel involved in the incident. The performance of the protective clothing and equipment shall be included in the report of the incident.

Review and comment on the application of standard operating procedures to the incident, the observance of procedures, their effect on the situation and recommendations for changes, additions or deletions.

 Attempt to obtain any photographs, videotape or other information relating to the incident from news media or other sources. Such evidence shall be obtained with the written agreement that it is to be used only for investigative and educational purposes.

Interact and cooperate with Fire Investigations and law enforcement personnel in their activities related to the incident.
When feasible, the Investigation Team shall obtain copies of autopsy reports, medical treatment records, injury reports and other information relating to the members involved in the incident.

The Fire Chief shall determine the schedule and method of presentation for the final report of the Investigation Team.
PURPOSE

The purpose of this procedure is to establish Fire Department policy pertaining to smoking, and to provide guidelines to regulate smoking in Department facilities in accordance with City of Phoenix Ordinance G-2865.

POLICY

The Phoenix Fire Department fully supports the concept that all members have a right to work in facilities that are free of pollution, which may affect their health and comfort. Because evidence indicates that smoking presents severe hazards to health, the department is opposed to smoking and supports activities, which encourage department members to stop smoking. In support of this commitment, the department will consider smoking a factor when making initial employment selections.

GENERAL GUIDELINES

Restrictions on smoking are to ensure the health and comfort of others are not compromised by pollution from smoking.

Where department members believe they are at risk or experience discomfort as a result of smoke in the workplace, they should state those objections to their supervisors. Supervisors shall use their best efforts to reasonably accommodate the preferences of non-smoking and smoking employees. In doing so, the department is not required to make expenditures or structural changes to places of employment. If no accommodation can be reached in any given work area that is satisfactory to all affected non-smoking employees, the preference of non-smokers shall prevail and the supervisor shall prohibit smoking in that work area.

SMOKING PROHIBITED

Under Ordinance G-2865 smoking is prohibited in the following areas:

PUBLIC AREAS

<table>
<thead>
<tr>
<th>Conference rooms</th>
<th>Meeting rooms</th>
<th>Classrooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theaters/Auditoriums</td>
<td>Restrooms</td>
<td>Reception</td>
</tr>
<tr>
<td>Lobbies/Hallways</td>
<td>Stairways/Elevators</td>
<td>Public service counters</td>
</tr>
<tr>
<td>Lines at public service counters</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PROVISION OF SMOKING AREAS

Smoking may be permitted in designated areas if the area does not exceed in size the non-smoking area and if non-smoking individuals have a reasonable opportunity to conduct normal activity in a smoke free environment.

Designated smoking areas must be marked with appropriate signs.

PROVISION OF SMOKING AREAS

Smoking may be permitted in cafeterias, lunchrooms and lounges and other designated areas if a separate, non-smoking area of not less than one-half of the total area is maintained.

Smoking may not be allowed if the total size of the area is not conducive to establishing separate smoking and non-smoking areas.

FIRE DEPARTMENT FACILITIES

Administrative Locations

All Department Administrative locations shall comply with the requirements listed in the preceding sections. Smoking is permitted in individual offices and common work areas as long as it does not present a danger to health, or a cause of annoyance or discomfort to others.

Fire Stations

Fire stations shall be considered common work areas where smoking may be permitted if it does not present a danger to health or a cause of annoyance or discomfort to others. Public reception areas in fire stations shall be designated no smoking areas.

PROGRAM MANAGEMENT

All department supervisors are responsible for ensuring that smoking is regulated in compliance with this procedure and Ordinance G-2865. The Safety Officer shall work with facility supervisors to ensure that appropriate smoking/no-smoking areas are designated and marked.

COMPLAINT PROCESS

City Employee

Employees should direct complaints regarding smoking to their immediate supervisor. Supervisors shall work with their Battalion Chief or Section Head to resolve complaints. All complaints shall be resolved within five days of receipt.

Written appeals may be submitted to the City Personnel Safety Division for review. The Safety Division will submit a recommendation to the department.
Written appeals of Personnel Safety Division recommendations may be submitted to the Internal Smoking Guidelines Committee, which will make a recommendation to the City Manager for a final decision.

**Citizen Complaint**

Citizen complaints should be referred to the area supervisor for action. If the complaint involves another citizen, the supervisor shall advise the offender of City Policy and Ordinance G-2865 and refer the complaint to the Phoenix Fire Prevention Smoking Hot Line 261-8322.
A large percentage of personnel injuries occur while participating in routine activities at or around the station. Most of these injuries could be prevented by observing proper safety practices and adopting a safety conscious attitude.

**STATION MAINTENANCE**

Many personnel injuries could be avoided through a policy of safety conscious station maintenance.

Efforts should be made to keep apparatus floors free from slippery substances and obstructions; water, oil, hydraulic fluid, etc. should be mopped up whenever accumulations appear, especially on the traffic areas around and between apparatus.

Station floors also must be free of slippery substances. Traffic route areas, hallways, stairs, etc., should be clear of unnecessary obstacles and obstructions.

**GROUNDS MAINTENANCE**

Safety precautions shall be observed when using power lawn equipment: mowers, trimmers, edgers, etc.

- The blade guard on power edgers and trimmers shall be serviceable and in the proper position for the intended use before operating.
- Safety goggles will be available and shall be utilized to provide eye protection from rocks, twigs and other propelled objects when operating mowers, edgers, etc.
- When trimming or pruning certain trees and bushes, gloves may be necessary to provide adequate hand protection. If gloves are needed, they shall be worn.
- Do not use defective equipment such as ladders with broken rungs, power equipment without the proper safety protection, etc. Repair or replace before use.

**LIFTING/PULLING**

Utilize the following proper lifting techniques when lifting moderate to heavy objects:

- Use your legs to lift--bend your knees.
- Keep your back straight.
- Do not twist your body while lifting--reposition your feet to avoid twisting.
- To lift heavy objects, get your body as close to the object as possible.
- Use of back support devices if previous back problems.

Heavy objects should ideally be stored at approximately waist level -- to prevent unnecessary lifting.

Do not attempt to lift or carry more than you can easily handle -- if necessary get help!

When you are dragging or raising hose with a halyard from the hose tower, do not pull more than you can pull with relative ease -- if necessary get help!

**PHYSICAL FITNESS**

One of the main objectives of the Physical Fitness Program is to lessen the frequency and severity of employee injuries by increasing the muscular stress and physical stamina of the body. To fulfill this objective, the intent of the phases and steps of the program must be understood by all participants.
The Physical Fitness Manual, like most Operations Manuals, is intended to be reread periodically.

- Are you doing all aspects of the program in the manner intended?
- Do you follow the program warm-up procedures?
- Do you follow the prescribed exercises as illustrated?
- Do you have a proper attitude and approach toward the program?
- Do you follow prescribed cooling down procedures?
- Do you have proper exercise shoes, etc.?

If you are in doubt about any aspect of the program, reread and follow the manual. It's your body, treat it right.

See Physical Fitness Manual.
PURPOSE:
To establish procedures for work order requests for facilities, and appliance maintenance, repair, renovation, and modification of all department facilities and grounds utilized by personnel of the department.

I. PREFACE

Work order requests for facility and appliance maintenance, and repairs shall be requested by supervisors in accordance with the following guidelines. These requests are handled through the Facilities Coordinator in the Resource Management Section with the exception of volunteer-owned stations and appliances. See Section V, Procedures for Volunteer-Owned Buildings and Core Appliances.

II. EMERGENCY OR URGENT REPAIR REQUESTS DURING NORMAL WORKING HOURS

A. Shift leaders or section supervisors shall report any emergency or urgent building maintenance repair requests via telephone to the Facilities Coordinator in the Resource Management Section at 703-246-3953. Shift leaders or section supervisors should state the name of the fire station or facility, the room where the problem is, a description of the problem, his or her name, and a phone number where he or she can be reached if further information is needed.

1. Emergency requests involve potential injury, loss of life, or property damages that are imminent or are taking place:
   a. Broken water pipe and unable to control the water
   b. Loss of electrical power throughout the station
   c. Unable to manually get the bay door open
   d. Loss of heat or air conditioning

2. Urgent requests affect mission accomplishment and quality of life or services:
   a. A clogged toilet
   b. Loss of electrical power to portions of the station
   c. Washer or dryer is out of service.

B. The Facilities Coordinator shall contact the appropriate agency to make the repair.
C. Shift leaders or section supervisors also shall advise the appropriate battalion chief or deputy chief of the situation as soon as possible.

III. EMERGENCY REPAIR REQUESTS OUTSIDE NORMAL WORKING HOURS

A. Shift leaders or section supervisors shall report any after-hours emergency repair requests via telephone to the Fairfax County Waste Water Division at 703-323-1211. Shift leaders or section supervisors should state the name of the fire station or facility, the room where the problem is, a description of the problem, his or her name, and a phone number where he or she can be reached if further information is needed.

B. Shift leaders or section supervisors shall also advise the appropriate battalion chief or deputy chief of the situation as soon as possible.

C. Shift leaders or section supervisors shall also leave a brief phone message to the Facilities Coordinator. This is only to make the Facilities Coordinator aware of the request not to submit the request.

D. After-hours is considered Monday-Friday, 4 p.m.-7:30 a.m., all day Saturday and Sunday, and all holidays.

IV. NON-URGENT REPAIR REQUESTS

A. Shift leaders or section supervisors shall report non-urgent building maintenance requests via e-mail to the Facilities Coordinator at fire.facilities@fairfaxcounty.gov. Shift leaders or section supervisors should state the name of the fire station or facility, the room where the problem is, a description of the problem, his or her name, and a phone number where he or she can be reached if further information is needed.

B. The Facilities Coordinator shall evaluate the request and process it through the Facilities Management Department.

C. Each month, station commanders and section supervisors shall fax back the completed Report of Open Work Orders to the Facilities Coordinator by the fourth of the month, indicating what work orders have been closed.

V. PROCEDURES FOR VOLUNTEER-OWNED BUILDINGS AND CORE APPLIANCES

A. Each volunteer station shall provide and maintain a list providing the name and phone number of the volunteer Facilities Coordinator for urgent repair requests during normal working hours, for urgent repair requests after normal working hours, and for non-urgent repair requests. Please refer to Section II. A. 1. and 2. for a description of an emergency repair request and an urgent repair request.
**B.** The responsibility of building maintenance and grounds maintenance resides with volunteer fire departments (VFDs). The purchase and maintenance of appliances also resides with the VFDs.

**C.** In the event that a VFD is unable to fulfill its responsibility in handling work order requests in a reasonable amount of time, it is the volunteer Facility Coordinator's duty to coordinate with the department to seek assistance in the repair or replacement of the appliance. Each request to the department will be considered individually, meaning the department will not assume ongoing responsibility for that appliance. In the eventuality that the department is asked to coordinate repair of an appliance, the department will choose which vendor will be used for the repair and will assume the responsibility for repair until completion.

**D.** VFDs operating in county-owned fire stations that wish to contribute to the facility through the purchase of a core appliance, it is understood that the department has final approval on the make and model of the appliance. The appliance becomes an asset of the VFD. At the time the department chooses to replace the appliance, the department will coordinate the final disposition of the appliance with the VFD. In addition, the purchase is considered an individual purchase and does not relieve the department of its responsibility for the maintenance and repair of the appliance.

**VI. RESPONSE TIME FOR EMERGENCY AND URGENT REPAIR REQUESTS**

The Facilities Management Department strives to respond to emergency requests within a half-hour period and to urgent requests within two hours. There are many factors involved in response time; e.g., the number of work order requests, traffic, etc. After-duty hours response time is two hours for all emergency calls and two hours for all urgent calls that cannot wait until the next duty day. Should the work location not be satisfied with the response of the after-hour request, please contact the Uniform Fire Officer of the Day (UFOD) and have the Duty Logistics person paged.
REVIEW SIGN-OFF DOCUMENT

Draft Number: SSD-03.05.01.sop.doc  Date: March 15, 2007  Due Date: March 27, 2007

Subject: Facility Maintenance Repair Requests

Originator: Capt Burkhammer  Return To: Paula Polito, Support Services Division

Please type the date and your initials next to the appropriate area below to indicate that you have reviewed this document.

NOTE: Occasionally, a department document requires a sign-off by a staff person not listed on this form. In such instances, please add that staff member's name in the applicable section. This form also may be used for training bulletins, safety bulletins, informational bulletins, and other department documents.

I. SOPs and General Orders

Assistant Chief, Personnel Services:
  Deputy Chief, Training:
  Deputy Chief, Safety and Personnel Services:
  EEO Officer:
  Volunteer Liaison: rjm 3/19/07
  Women's Program Officer:

Assistant Chief, Business Services:
  Deputy Chief, Fire Prevention:
  Deputy Chief, Support Services: DMD - 3/19/07
  Public Information Officer: DLS, 3-15-07
  Senior Fiscal Officer: pjd 3/21/07

Assistant Chief, Operations:
  Deputy Chief, Special Operations:
  Deputy Chief, EMS:
  Deputy Chief, A Shift:
  Deputy Chief, B Shift:
  Deputy Chief, C Shift:
  Operational Medical Director:

II. SOPs - In addition to the above staff

Local 2068, call Ann Freeman (send paper copy - no electronic review)
Officer's Association, c/o Captain II Charles Ryan, FS29-B (send paper copy - no electronic review)
Progressive Firefighters, c/o Captain I Reginald Johnson, FS40-C (send paper copy - no electronic review)
Hispanic Firefighters Association, c/o Lieutenant Raul Castillo, Life Safety Education (send paper copy)
Women in the Fire & Rescue Service, c/o Jill Young, FS08-C (send paper copy)
Volunteer Fire Commission (review coordinated by Volunteer Liaison)

FRD-188 (10/06)
The tasks that firefighters are faced with on the fire ground are extremely demanding physically. These tasks are usually performed without any warm-up and under environmentally hostile conditions. This set of circumstances is conducive to a very high risk of injury. If injuries are going to be reduced, the capacity to endure the physical demands of fire fighting must be increased. The call is significantly assisted by being physically fit.

Regular physical fitness activities are very important to the total well-being of the firefighters. Participating in them not only helps to reduce injuries; it also increases strength and stamina - keeps our minds alert - releases various forms of personal stress and can be a key factor in the building of friendship and closeness within the crew.

It is recognized that the state of being physically fit is more important than the actual program we follow to attain that fitness. Therefore, a considerable amount of discretion is allowed in selecting a physical activity from a large menu of options. However, it is imperative that we manage our participation, discipline our actions and follow our PT goals and objectives. Equally as important is the need to follow a few specific guidelines concerning company participation in all of our physical training activities.

- All companies will do PT within their first due response area.
- PT must be a non-contact activity pursued in a safe manner.
- Always warm up thoroughly with ample stretching.
- Racquetball requires eye gear.
- Standard PFD PT uniforms must be worn during ALL PT activities.
- Aggressiveness and competitiveness must be controlled.
- Conduct and behavior during PT should project professionalism.
- Use only facilities with good lighting and non-slippery surfaces.
- Never utilize a facility if people are waiting.
- Maintain a low profile by: parking inconspicuously -- keeping the radios low -- being courteous, quiet, and professional.
- The apparatus must be close to the activity.
- Participation must never compromise response.

These guidelines represent responsible professionalism as well as reasonable common sense. It is imperative that we all follow them. If they are ignored by a few, for their own personal gain, not only is the personal and professional liability obvious, but the impact of their actions can cause the elimination of the program for everyone.

PT is an outstanding benefit -- but it must be managed to be successful.
It will take the conscious effort of each individual, as well as the close supervision of the Company Officer, to assure that the guidelines are followed. Arrangements contrary to these must be approved by the Battalion Chief.
Fire Service Joint Labor Management Wellness-Fitness Initiative

Order the WFI 3rd edition DVD online

Downloaded the low-resolution version: Fire Service Joint Labor Management Wellness-Fitness Initiative 3rd edition (pdf, 4.7 mb)

• View the 17:45 video
• Video demonstration of the new fitness protocols

WFI Background

The IAFC and the IAFF have committed to an unprecedented endeavor. We have gathered together some of North America’s finest fire departments in an effort to build a stronger fire service by strengthening our foundation—the firefighter.

The participating departments on the Task Force are:

• Austin, TX / IAFF Local 975
• Calgary, AB / IAFF Local 233
• Charlotte, NC / IAFF Local 660
• Fairfax Co., VA / IAFF Local 2668
• Indianapolis, IN / IAFF Local 435
• Los Angeles Co., CA / IAFF Local 1014
• Metro Casa Co., FL / IAFF Local 1403
• New York City, NY / IAFF Local 94/524
• Phoenix, AZ / IAFF Local 493
• Seattle, WA / IAFF Local 27

Fitness physically, mentally, and emotionally requires an effective wellness program available to recruits, active firefighters, and retirees. The Fire Service Joint Labor Management Wellness/Fitness Initiative is an exciting challenge in what we foresee as a positive process for the fire service. An overall wellness/fitness system must be holistic, positive, rehabilitative and educational. Key issues of the initiative incorporate the following points:

• Overcome the historic fire service punitive mentality of physical fitness and wellness issues
• Move beyond negative timed, task-based performance testing to progressive wellness improvement
• Require a commitment by labor and management to a positive individualized fitness/wellness program
• Develop a holistic wellness approach that includes: medical, fitness, injury/fitness/medical rehabilitation and behavioral health

Firefighters must continue to respond to emergencies incidents that require extreme physical output and often result in physiological and psychological outcomes. Such situations, over time, can and do effect the overall wellness of the firefighting and emergency response system. Tomorrow’s fire service requires that we face our destiny of keeping our firefighters fit today, the ultimate goal of the Fire Service Joint Labor Management Wellness/Fitness Initiative is to improve the quality of life for all firefighters. The project seeks to prove the value of investing wellness resources over time to maintain a fit, healthy, and capable firefighter throughout his/her 25-30+ year career and beyond. An effective program should realize significant cost savings in lost work time, workers compensation and disability.

The Process

The first phase of this comprehensive project on physical fitness and wellness issues involved the creation of a network of selected geographically diverse fire departments with excellent union/management relationships. Each selected fire department is represented by the fire chief and the IAFF local union president, with invitations extended to the department physician, physiologist, and/or fitness coordinator. A commitment assuming full union/management cooperation on this issue has been received from each department and each department has committed to making a concerted effort towards implementing the Task Force project.

The second phase entailed the development of a complete physical fitness/wellness program. Through data collection and analysis, the participating departments will create valid baseline data suitable for fire service wide comparisons. The final phase was the formation of a comprehensive program for distribution to the fire service.

The Mission

An overall wellness/fitness system must be developed to maintain firefighters’ physical and mental capabilities and should be the objective of every fire department in cooperation with its local IAFF affiliate. While such a program may be mandatory, agreement to initiate it must be mutual between the administration and its members represented by the local union. Any program of physical fitness must be:

• Positive and not punitive in design
• Require mandatory participation by all uniformed personnel in the department once implemented
• Allow for age, gender and position in the department
• Allow for in-service participation utilizing facilities provided or arranged by the department
• Provide for rehabilitation and remidal support for those in need
• Contain training and education components
• Be reasonable and acceptable to all participants

The program must address the following key points:

• Confidentiality of behavioral, medical and fitness evaluations
• To develop a physical fitness and wellness program that is educational and rehabilitative and is not punitive
• To develop a comprehensive plan for labor and management to a positive individualized fitness/wellness program
• Develop a holistic wellness approach that includes:
  o medical
  o rehabilitation
  o behavioral health
• be long term, program could be made available to retirees

Performance Mission Statement:

• Commitment to develop a performance evaluation for incumbents first, then for candidates.

The objectives of the Task Force performance evaluation are:

• To develop an instrument used to assess the ability and skills of uniformed personnel to successfully accomplish defined fire ground/emergency tasks.
• To define sequential fire ground/emergency tasks that would typically occur as part of the first response of fire companies.
• To define evaluation criteria that emphasized safety and utilize practical effectiveness and efficiency (time).
• To develop evaluation criteria that would be used as part of the assessment of the team and the team member in company assignment.
• For positions before the Task Force that do not have unanimous consent, a 2/3 majority vote will be required to proceed on that issue.
The Tier 4 Health Assessment is a program that places members in a category or tier based on their annual physical assessment. Historically, we have always removed people from active duty if we saw something during their physical that was unhealthy, dangerous or physically limiting. These not-fit-for-duty members were prescribed rehabilitation methods with the goal of returning them back to active duty as soon as possible.

This program is rehabilitative, not punitive.

Currently, we now place members in one of four tiers to better track and assess their health. These are:

**Tier 1:** Minimal health parameters to which Phoenix Fire Department members should maintain for field conditioning. *What does this mean? You are fit-for-duty.*

**Tier 2:** Health issues noted where interventional support or change is recommended. *What does this mean? Some of your health parameters are starting to decline when compared to previous health physicals. It’s recommended that you reverse this trend and stay healthy.*

**Tier 3:** Health issues sufficient for mandatory referral for wellness/fitness intervention, but removal from the field is not yet required. *What does this mean? Noticeable health parameters have declined compared to previous health physicals and/or are in unhealthy ranges. You need to participate in a healthy regimen.*

**Tier 4:** Health issues sufficient to mandate removal from the field and mandatory referral for wellness/fitness intervention. *What does this mean? You are not fit-for-duty, thus not cleared to work in the firefighting field. We will help you become better to return you to the firefighting field as soon as possible.*

The five items of the Tier Program are: Body Fat percentage*, Pulmonary Function Testing**, Cardiac Stress Test*** using the Gerkin Protocol, Blood Sugar Testing during a fasting state and Blood Pressure.

The parameters for the categories are as follows:

**Health Parameters for Firefighters**
## With Tiers to Assess Need for Health/Wellness Intervention

### Tiered Medical System

<table>
<thead>
<tr>
<th>Health Standards</th>
<th>Tier 4</th>
<th>Tier 3</th>
<th>Tier 2</th>
<th>Tier 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body Fat%</td>
<td>&gt;30% Male</td>
<td>25-30% M</td>
<td>20-24% M</td>
<td>&lt;20% M</td>
</tr>
<tr>
<td></td>
<td>&gt;34% Female</td>
<td>30-34% F</td>
<td>24-29% F</td>
<td>&lt;24% F</td>
</tr>
<tr>
<td>Blood Pressure</td>
<td>&gt;160/110</td>
<td>&gt;150/100</td>
<td>&gt;140/90</td>
<td>&lt;135/85</td>
</tr>
<tr>
<td>METS (under age 40)</td>
<td>&lt;12.0</td>
<td>12.0-12.9</td>
<td>13.0-13.9</td>
<td>&gt;14.0</td>
</tr>
<tr>
<td>Blood Sugar HbA1c</td>
<td>&gt;300</td>
<td>200-299</td>
<td>100-199</td>
<td>65-99</td>
</tr>
<tr>
<td></td>
<td>8.0</td>
<td>&gt;7.5</td>
<td>6.5-7.4</td>
<td>&lt;6.5</td>
</tr>
</tbody>
</table>

### METS Age Adjusted Tier Levels

<table>
<thead>
<tr>
<th>Age Range</th>
<th>TIER 1</th>
<th>TIER 2</th>
<th>TIER 3</th>
<th>TIER 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 40</td>
<td>&gt;14.0</td>
<td>13.0-13.9</td>
<td>12.0-12.9</td>
<td>&lt;12.0</td>
</tr>
<tr>
<td>40-49</td>
<td>&gt;13.5</td>
<td>12.7-13.5</td>
<td>12.0-12.6</td>
<td>&lt;12.0</td>
</tr>
<tr>
<td>50+</td>
<td>13.0</td>
<td>12.4-13.0</td>
<td>12.0-12.4</td>
<td>&lt;12.0</td>
</tr>
</tbody>
</table>

### FAQ’s

**What if I’m in Tier 4 for one thing and Tier 1 for everything else?**
With the exception of Body Fat percentage, levels in any Tier 4 category will make you a Tier 4 candidate.

**What if I’m Tier 4 in only Body Fat percentage, and everything else is OK?**

[Link to Phoenix Fire Department Health Center](http://www.phoenixfirehealth.com/tier4.html)
Elevated Body Fat percentage alone will not automatically make you a Tier 4 candidate, since it is possible to carry elevated body fat and still be healthy. The medical staff will make a decision based on the individual.

**What do I need to do to based on my Tier category?**
Tier 1 - Keep up the good work.
Tier 2 - Participate in some lifestyle changes.
Tier 3 - Intervention is required based on the medical recommendation.
Tier 4 - Follow the medical requirements prescribed to return to active duty as quickly as possible.

**Who decides what Tier I am in?**
The medical staff at your annual comprehensive physical will assess your health and will assign you a Tier number.

**Who will remove me from the field?**
The same medical staff, along with the Medical Director will ultimately decide to remove you from active duty in fire fighting operations.

**Where will I work while in Tier 4?**
An alternative duty will be assigned to you based on your limitations.

**Is the Union on-board with this?**
Yes.

Please note that all decisions are made on an individual basis by our health staff. Current situations, conditions and efforts are taken into consideration with the goal of not mandating removal from active duty or fire fighting operations. We would like to see everyone healthy and safe and it is our goal to help you get there and stay there. If you have any questions, you can call the Health Center at 495-5797 or our health staff directly:

150 S. 12th Street. Phoenix AZ, 85034 - (602) 495-5797
COUNSELING

The Member Assistance Program and EAP Preferred are behavioral health programs provided by United Phoenix Fire Fighters Local #493 for sworn and non-sworn employees and their families. These services are free of charge to employees and their families. Additional services are provided by the City of Phoenix health care benefit plan.

Primary Providers are:

**Members Assistance Program** (Ron Tapscott): (602) 277-1500 or 602-495-7551

AND

**Contact**

Northwest Valley

11225 N. 28th Dr., Ste. D215

Phoenix, AZ 85029

(602) 993-6077

(Call this number for providers in Phoenix, Avondale, Carefree, Glendale, Peoria, Sun City and the West Valley).

Southeast Valley

3740 E. Southern Ave., Ste. 220

Mesa, AZ 85206

(480) 807-8168

(Call this number for providers in Ahwatukee, Apache Junction, Chandler, Gilbert, Mesa, Paradise Valley, Scottsdale, Tempe and the Southeast Valley).

Other locations

1-800-222-8335
CIGNA Behavioral Healthcare: Intake 1-800-343-2183

PURPOSE

Provides timely and effective counseling to Department employees to address workplace and personal issues including but not limited to: substance abuse treatment, marital therapy, stress reduction, and individual treatment for emotional issues.

Services are provided to evaluate the necessary level of care required to address presenting issues and to determine the most suitable clinical setting. Services are provided directly to employees and their families in conjunction with their medical insurance plans.

POLICY

Federal confidentiality regulations and data privacy acts, as well as, State Statutes with regard to confidentiality of client information are followed. Exceptions to these standards may be required by law such as clear and present danger to self or another, child and elder abuse, court subpoena or national security risks. Consents for release of information are used in all other cases.

Names of employees or dependents that utilize this service shall not be made available either directly or indirectly to any party as explained in the paragraph above.

In cases of supervisory referral, the supervisor will be notified when initial appointment is made with the written approval of the client.

EAP records and information will not be disclosed or provided on receipt of a subpoena for records without a signed consent from the client on file with EAP, unless EAP subsequently receives a court order ordering disclosure, and that the court order has been reviewed by legal counsel before compliance with the order.

SUPERVISORY CONSULTATION

Provides supervisors and managers with resources to initial recommendations and referrals for employees who are experiencing emotional issues which are or have the potential to impact on job performance. Allows managers to primarily focus on job performance issues and refer to professionals for issues requiring counseling. Provides for counseling services as they are recommended, referred, and/or remanded.

Recommendations

Recommendations are made in the event a supervisor notes that employee is experiencing emotional/psychological difficulties but have not reached the point of significantly impacting job performance. Supervisors noting or being informed by the employee that
they are experiencing personal problems may be provided information about the counseling services as a matter of concern and caring by the supervisor.

When recommendations are made, the supervisor is not informed of the employee’s attendance, course of treatment, or discharge date. Employees receiving counseling services through supervisor recommendations are covered by all the statutory rights of confidentiality afforded a self-referral.

**Referrals**

Supervisors initiate referrals when job performance issues are apparent but the employee is able to continue functioning on duty or at the assigned position. Referral forms can be accessed at: United Phoenix Fire Fighters web site (http://www.phxff.org) under Members/Wellness Link.

A supervisor-referred employee is asked to sign a release of information during the consultation with the supervisor. The release gives permission to the treating counselor to inform the supervisor:

1. Date of first appointment
2. Motivation and cooperation in the course of treatment
3. Date of discharge.

Information regarding the treatment plan, course of treatment, and/or presenting problem are not disclosed.

**Remanded**

In the event a supervisor determines that job performance is gravely impaired and the employee is requiring counseling services, he or she may be mandated to the Program as a condition of employment.

When an employee is remanded for care, s/he will be required to sign a release of information during their consultation with their supervisor. This release specifies that the provider release to the Department and the supervisor:

1. Confirmation that the employee is attending counseling sessions
2. Progress on treatment plan
3. Reports of drug screens where this is required
4. Cooperation and motivation of the employee in counseling
5. Date of completion of services

**Client Records and Files**

An individual client record documenting presenting problem, treatment process and termination/close-out information for each individual who utilizes the employee assistance program is maintained. Those records are the property of the provider and are confidential and maintained accordingly.
**PROMOTION AND PREVENTION**

Provides prevention and education services to create Department cultural changes and small group support for wellness issues. Addresses issues in preventive phase to reduce medical expenses and support employees before issues become critical.

**Friends Help Friends GET HELP**

**Description**

Joint Labor/Management effort to provide information and education regarding the dangers of chronic substance use and addiction.

Goal is to increase employee’s self-awareness and self-monitoring to enable individuals to make informed decisions regarding their relationship with potentially harmful substances.

Concurrently, Friends Help Friends is an effort to develop team and co-worker support for individuals who or are experiencing increasing difficulties which are of concern to those around them. The program creates a path between the Behavioral Health Program and the employees who may need assistance and support. It increases the impact and utility of the Program by providing peer support, referrals and information.

**Assessment and Referral**

Consists of evaluating the employee/retiree's medical, psychological, and social needs, with recommendations for the appropriate course of treatment.

**Short Term Counseling**

Counseling on a short term basis (up to 12 sessions per year) will be provided to retirees and their spouse, employees and their families at no cost. Family Outreach Educational services are provided for the employees family members.

**Family Outreach**

Educational services are provided for the employees family members.

**Trauma Debriefing**

Employee counseling that becomes necessary as a result of traumatic situations encountered at the scene of incidents, is outlined in M.P. 105.01B: "Critical Incident Debriefing."

**After-care and Follow-up**
Services provided for successful graduates (and their families) of St. Luke's out-patient or in-patient programs.

The contract also provides educational and consultation services to Fire Department Management. A component providing direction to individual supervisors in attempting to approach a troubled employee is also available.

Professional services provided to the employee/retiree, which will not be financially compensated through the contract, but rather by the employee/retiree shall include:

- Individual treatment services for specifically diagnosed chemical dependency on an in-patient and/or out-patient basis.
- Laboratory services pertaining to urinalysis and blood tests.
- Individual counseling sessions in excess of twelve (12) per year.

These fee-for-service programs will also be available to family members as needed and appropriate.

**EAP AGENCIES**

**Contact Employee Assistance Program**

**Northwest Valley**  602 993-6077

**Southeast Valley**  480 807-8168

(Contract Agency with the Fire Department)

**Sworn Fire used Ron Tapscott at the Union Hall  602 277-1500**

City of Phoenix **EAP Preferred  602 534-5433**

(Will assist with numerous problems including marital, financial and legal.)
APPOINTMENT

The Fire Department Chaplain shall be appointed by the Fire Chief after consultation with the Firefighters’ Union President.

ROLE

The Fire Department Chaplain shall serve on a full-time 24-hour, on-call basis to both internal and external customers of the Phoenix Fire Department, internal customers being the fire department members and their families; external customers being the citizens of the community which the department serves. This customer service assistance shall be provided on a generic religious and/or non-religious basis, depending on the needs and/or requests of the customer. The Chaplain, at his/her discretion may appoint Assistant Chaplains to assist in this work.

The Chaplain shall be provided with an office at Fire Administration and a marked fire department vehicle for his/her use at all times while on-call. It is expected the Chaplain will have passed the department's defensive driving course.

INTERNAL CUSTOMER SERVICE RESPONSIBILITIES

A. Visit fire stations
B. Teach classes to recruits at Training Academy entitled “How to Deal with Death and Keep Smiling “ when requested
C. Perform and/or assist with "line of duty" funerals
D. Perform weddings, baptisms, funerals when requested by members
E. Provide confidential counsel to members and refer out to an independent psychologist when appropriate or to the department's Employee Assistance Program
F. Member of the Critical Incident Debriefing (CID) Team when activated
G. Member of the FEMA/USAR Team
H. Respond to all firefighter fatality or major injury incidents, being available to make or assist with family notifications when requested by Executive Staff
I. Hospital visits to membership, when requested
J. Be available to Fire Chief and other members of Executive Staff for special assignments
EXTERNAL CUSTOMER SERVICE RESPONSIBILITIES

Respond for customer assistance, as requested by Alarm, Battalion Chief, or Field Units to the following type of incidents:

A. Drownings
B. Trauma codes, especially children
C. Sudden Infant Death
D. Suicides
E. Airplane crashes
F. Police Officer fatalities
G. 901H (found dead)
H. Pediatric Codes
I. Murders
J. Last rites when requested
K. Fire fatalities
L. Citizen death notifications to family members
M. Funeral arrangements assistance and/or information
N. Citizen funerals when requested by customer

ADDITIONAL GENERAL DUTIES

A. Host citizen engine ride-alongs
B. Community service speeches on behalf of the department
C. Television interviews on behalf of the department
D. Advise Fire Chief/Executive Staff on matters relating to the welfare of the department members
PHOENIX FIRE DEPARTMENT
ALCOHOL AND SUBSTANCE ABUSE
EDUCATION, AWARENESS, TREATMENT & PREVENTION PROGRAM

PROCESS PROCEDURE

REMAND TO THE SUBSTANCE ABUSE PROFESSIONAL (EAP)

EVALUATION BY THE SUBSTANCE ABUSE PROFESSIONALS (EAP)

TREATMENT OR REHABILITATION PROGRAM PARTICIPATION; AND

RETURN-TO-DUTY AND FOLLOW-UP EVALUATION:

Remand:

Assistant Chief of Personnel Services/designate will provide the required helping agency resources to contact all members who tested positive for alcohol and/or drugs, or engaged in other prohibited conduct.

Upon a department's decision not to terminate, the member who tested positive or engaged in other prohibited conduct will be remanded to the EAP.

Evaluation:

The MRO will evaluate each member who tests positive. The EAP Counselor and the Assistant Chief of Personnel Services Division determines what assistance, if any, the employee needs in resolving problems associated with the alcohol misuse, elicit or unauthorized drug use, or other prohibited conduct.
PHOENIX FIRE DEPARTMENT

ALCOHOL AND SUBSTANCE ABUSE
EDUCATION, AWARENESS, TREATMENT & PREVENTION PROGRAM

PROCESS AND PROCEDURE

Treatment:
The EAP counselor will obtain a signed release from the employee so that information can be shared with Assistant Chief of Personnel Services Division.

As a general rule, a member with CIGNA or Blue Cross Blue Shield health coverage will be referred for rehabilitation. The rehabilitation outpatient/inpatient program will be at the discretion of the EAP counselor in regard to the frequency, duration and type. The EAP counselor will monitor the member's acceptance into the rehabilitation program as well as the member's cooperation with and progress in the rehabilitation program.

Return-to-Duty and Follow-Up Evaluation:
Information as to the member's successful completion of treatment, readiness for the return-to-duty test, and recommendation on follow-up testing are to be communicated in writing to the Assistant Chief of Personnel Services Division.

As a general rule:

- There may be follow-up tests conducted during the (12) twelve-months following the return-to-duty date.

- Return-to-duty and follow-up testing will include both alcohol and drug tests and may include testing for career lifetime.

Attachments
PFD:drugs
Revised 1/25/10
PHOENIX FIRE DEPARTMENT

ALCOHOL AND SUBSTANCE ABUSE
EDUCATION, AWARENESS, TREATMENT & PREVENTION PROGRAM

POLICY

1. Policy:

It is the policy of the Phoenix Fire Department to prevent accidents and injuries resulting from the misuse of alcohol or use of drugs.

This policy will be administered by the Phoenix Fire Department Personnel Services Section through its procedures for alcohol and drug testing. The Assistant Chief of Personnel Services Section will monitor the integrity of the program.

The following policy has been developed to implement the Phoenix Fire Department Alcohol and Drug Testing Program. Our goal is to establish a work environment that is totally free of the harmful effects of drugs and the misuse of alcohol. It is our intent to protect the safety of our members and the public we serve, and prevent accidents that may involve drugs or alcohol. The Phoenix Fire Department will stress education prevention, intervention, and rehabilitation.

A. Scope:

(1) The policy applies to:

- All members of the Phoenix Fire Department
- All new applicants

(2) The policy requires testing for alcohol and drug use as follows:

- Pre-employment
- Firefighter recruits
- Universal random selection
- Reasonable cause
- Return to work
- Follow-up—requires split sample testing with results provided to EAP professional

(3) Self-identification

Members may voluntarily self-identify that they may need help due to alcohol or drug use. Discipline will not be initiated because members self-identify. Members will be referred for evaluation and rehabilitation. Members involved in rehabilitation may be accommodated by their department by being placed in a light duty position if appropriate and available. If a light duty position is not available, members will be placed on appropriate leave until completion of the rehabilitation program.
Self-identification must be totally voluntary and is not allowed after a member has been notified to report for a random, or reasonable cause test. The member will still be required to report for the above-mentioned tests.

B. **Prohibited Conduct:**

**NO MEMBER SHALL:**

- Refuse to submit to an alcohol or drug test
- Use, sell, purchase or have in possession alcohol or drugs causing impairment on City time (Members may possess and use legally obtained medication provided it does not impair the ability to safely perform job duties.)
- Have an alcohol concentration of 0.02 percent or greater
- Report to work within four hours of consuming alcohol
- Perform Fire Department functions when the member uses any drug medication that will affect the member's ability to safely perform job duties
- Test positive for drugs as follows:

**Initial Test Level (ng/ml)**

<table>
<thead>
<tr>
<th>Substance</th>
<th>Level (ng/ml)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marijuana metabolites</td>
<td>50</td>
</tr>
<tr>
<td>Cocaine metabolites</td>
<td>300</td>
</tr>
<tr>
<td>Opiate metabolites</td>
<td>300</td>
</tr>
<tr>
<td>Phencyclidine (PCP)</td>
<td>25</td>
</tr>
<tr>
<td>Amphetamines</td>
<td>1000</td>
</tr>
</tbody>
</table>

** ng/ml = nanogram per milliliter. A nanogram is one billionth of a gram.

**Confirmatory Test Level (ng/ml)**

<table>
<thead>
<tr>
<th>Substance</th>
<th>Level (ng/ml)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marijuana metabolites*</td>
<td>15</td>
</tr>
<tr>
<td>Cocaine metabolites**</td>
<td>150</td>
</tr>
<tr>
<td>Opiates:</td>
<td></td>
</tr>
<tr>
<td>Morphine</td>
<td>300</td>
</tr>
<tr>
<td>Codeine</td>
<td>300</td>
</tr>
<tr>
<td>Oxycodone</td>
<td>300</td>
</tr>
<tr>
<td>Hydrocodone</td>
<td>300</td>
</tr>
<tr>
<td>6-Acetylmorphine</td>
<td>10</td>
</tr>
<tr>
<td>Phencyclidine</td>
<td>25</td>
</tr>
<tr>
<td>Amphetamines:</td>
<td></td>
</tr>
<tr>
<td>Amphetamine</td>
<td>500</td>
</tr>
<tr>
<td>Methamphetamine</td>
<td>500</td>
</tr>
</tbody>
</table>

* Delta-9-tetrahydrocannabinol-9-carboxylic acid.

** Benzoylegconine.
Anabolic Steroids Panel
Drug Panel 600
Screening / Confirmation Cut-off

<table>
<thead>
<tr>
<th>Substance</th>
<th>Cut-off (ng/mL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boldenone</td>
<td>5</td>
</tr>
<tr>
<td>Clostebol</td>
<td>5</td>
</tr>
<tr>
<td>Mesterolone</td>
<td>5</td>
</tr>
<tr>
<td>Nandrolone</td>
<td>5</td>
</tr>
<tr>
<td>Norethandrolone</td>
<td>5</td>
</tr>
<tr>
<td>Oxandrolone</td>
<td>5</td>
</tr>
<tr>
<td>Oxymetholone</td>
<td>5</td>
</tr>
<tr>
<td>Stanozolol</td>
<td>5</td>
</tr>
<tr>
<td>Testosterone/Epitestosterone</td>
<td>Ratio</td>
</tr>
</tbody>
</table>

C. Consequences of Prohibited Conduct:

a. Members who have engaged in prohibited conduct shall not be permitted to perform Fire Department functions

1. Members with an alcohol concentration of 0.02 percent shall not be permitted to perform Fire Department functions for a minimum of 24 hours from the time of testing.

2. Members who refuse to submit to testing will be subject to disciplinary action up to and including dismissal.

3. Members who attempt to interfere, alter, substitute, or in any way affect the outcome of the alcohol or drug testing procedure will be subject to disciplinary action up to and including dismissal.

4. Members who fail to report immediately to the designated testing facility will be considered as having refused to submit to testing and will be subject to disciplinary action up to and including dismissal.

5. (A) Members who cannot provide an adequate volume of urine (45 ml) within three (3) hours, or has emergency leave before an adequate specimen can be collected, shall be tested under the reasonable cause procedure. The member will be provided the appropriate form and shall be taken to a collection facility within 24-hours for testing.

5. (B) If the member who could not provide an adequate urine specimen on the initial testing occasion cannot provide an adequate urine specimen on the second testing occasion, a medical evaluation will be offered. If the medical evaluation is declined or no medical reason is found for the failure to provide an adequate void, it will be considered a refusal to submit to testing and the member will be subject to disciplinary action up to and including dismissal.

6. In reference to 2, 3, 4, 5(A), and 5(B) above, members will be placed off
work or on leave, until an investigation is completed and the disposition of their employment is determined.

b. Upon confirmation that an employee used illegal drugs or tested at 0.02 percent or above for alcohol, rehabilitation may be offered. If the employee is offered and accepts rehabilitation, the employee must successfully complete the rehabilitation program. If an employee refuses to enter or successfully complete a prescribed rehabilitation program, the employee may be terminated.

c. Employees and applicants agree that the use of hemp products, Mexican appetite suppressants, or other foreign-obtained medications or nutritional supplements without the prescription * of a licensed U.S. physician will not be accepted as an alternative medical explanation for a positive drug test.

*See Definitions in Sec. “D”

d. Members involved in rehabilitation may be accommodated by their department by being placed in a light duty position if appropriate and available. If a light duty position is not available, the employee will be placed on leave until completion of the rehabilitation program.

e. After rehabilitation, a member returning to full duty position shall be:

   ☑ Evaluated by EAP counselor to determine that the employee has successfully completed the rehabilitation program prescribed.

   ☑ Required to undergo a return-to-work test. The test results must indicate a verified negative drug test.

      o Regarding marijuana metabolites, the return-to-work test must indicate a reduction in the level of metabolites prior to returning to full duty.

      o Regarding alcohol, the return-to-work test must indicate a concentration of less than 0.02 percent.

      o Verbal notification of a negative follow-up test from the Behavioral Health Specialist or the testing laboratory is sufficient notice to the Assistant Chief of Personnel Services Section to return the member to full duty. Written verification is to follow within 72 hours.

   ☑ Subject of unannounced follow-up drug and alcohol tests. The number and frequency of such follow-up testing shall be as directed by EAP counselor and Assistant Chief of Personnel Services Section, and may include a lifetime of career testing.
D. Definitions:

(1) **Alcohol:** The intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols, including methyl and isopropyl alcohol, and any medication, food, or other alcohol containing products.

(2) **Alcohol Use:** The consumption of any beverage, mixture, preparation, or medication containing alcohol.

(3) **Member:** Member includes regular, temporary, full time, part-time, contract, and volunteer workers.

(4) **Prescription:** Prescribed medication must be used for original injury and/or condition in order to be valid.

(5) **Refuse to submit:**
   a. Refusal to submit to the test; or
   b. Failure to provide adequate breath, blood, or urine to allow appropriate testing; or
   c. Engaging in conduct that clearly obstructs the testing process, including any adulterated samples;
   d. Failure to report immediately to the designated testing facility;

(6) **On-duty time:**

   On-duty time means all time from the time a member begins work or is required to be in readiness to work until the time member is relieved from work or relieved of the responsibility for performing work.

(7) **Reasonable Cause:**

   Reasonable cause for testing exists when a supervisor or Fire Department Official reports on-the-job behavior or appearance that indicates the presence of alcohol or drug use. During universal random testing reasonable cause will result with a .02 or greater rate on the breathe alcohol test, member requests emergency leave after notification of testing, or member cannot provide adequate void.

   *Following a .02 or greater breath alcohol confirmatory test during Universal Random Drug Testing the member will not be transported to Concentra or be subjected to further testing. All other reasonable cause/drug testing procedures will be followed.*
E. **Confidentiality:**

It is the Phoenix Fire Department's policy to treat all test information in a confidential manner so that disclosure of information to unauthorized persons does not occur.
PHOENIX FIRE DEPARTMENT

ALCOHOL AND SUBSTANCE ABUSE
EDUCATION, AWARENESS, TREATMENT & PREVENTION PROGRAM

PROCEDURES

1. Purpose

The following procedures have been developed to implement the City of Phoenix Fire Department Alcohol and Drug Testing Program. Our goal is to establish a work environment that is totally free of the harmful effect of drugs and the misuse of alcohol. It is our intent to protect the safety of our members and the public we serve, and prevent accidents that may involve drugs or alcohol. The Phoenix Fire Department will stress education, prevention, intervention and rehabilitation.

2. Policy Communication

Realizing that no policy or program can be effective unless it is communicated, the Phoenix Fire Department will furnish a copy of the policy and procedures to all members who are subject to this policy. Since communication is a two-way process, members are encouraged to ask questions if there is any part of this program that is not understood. The Phoenix Fire Department has a responsibility to help members understand the policy and procedures, and the harmful effects that alcohol and drugs can have upon them, their families, and the Phoenix Fire Department. **The member is responsible for understanding and complying with the policy and procedures. Failure to read or understand any part of the policy and procedures will not relieve the member of the responsibility to abide by them.**

3. Types of Testing

A. Fire Department Members

   (1) **Reasonable Cause** testing will be conducted when a supervisor or Fire Department Official reports on-the-job behavior or appearance that indicates the presence of alcohol or drug use. During universal random testing reasonable cause will result with a .02 or greater rate on the breath alcohol test.

   *Following a .02 or greater breath alcohol confirmatory test during Universal Random Drug Testing the member will not be transported to Concentra or be subjected to further testing. All other reasonable cause/drug testing procedures will be followed.*
(2) **Return-to-work** testing is conducted when a member who has violated the prohibited alcohol or drug conduct standards return to Fire Department functions.

(3) **Follow-up** tests will be conducted after a member returns to duty. And may include lifetime career testing.

(4) **Firefighter Recruits** All firefighter recruits shall be tested up to (3) three times during their (1) one year probation. If they test positive, they may be terminated.

B. **City Applicants**

All members who seek promotion to; transfer to; or placement in a Fire Department position will be tested for alcohol and drugs after a conditional offer of employment is made. All new applicants will also be tested for anabolic steroids. Employees will not be allowed to substitute testing done through their own medical facilities and/or laboratories.

4. **Management Responsibility**

(1) **Alcohol Concentration and Possession:**

No supervisor having knowledge that a member possesses alcohol or has an alcohol concentration of 0.02 percent or greater may permit the member to drive a vehicle on City business.

(2) **Pre-duty and On-duty Use:**

No supervisor having knowledge that a member is using alcohol or has used alcohol within four (4) hours prior to work shall permit the member to perform Fire Department functions.

B. **Drug Use:**

(1) **Drug Detection and Possession:**

No supervisor having knowledge that a member is in possession of drugs or has tested positive for drug use shall permit the member to drive a vehicle. Supervisor will arrange for transportation of the member.

(2) **On-Duty Use:**

No supervisor having knowledge that a member is using drugs while performing Fire Department functions shall permit the member to perform Fire Department functions, unless it is determined that the drugs are legal and will not cause impairment.

When a supervisor has reasonable cause to believe that the member exhibits the presence of drugs, the procedures for substance abuse outlined in M.P.
5. Testing Costs

A. Universal random testing will be done on City time, at City expense. Members will be allowed to use a City vehicle or a supervisor will make arrangements for the member to be taken for testing.

B. Reasonable cause testing will be done on City time, at City expense. Supervisors will take the member to a designated testing facility.

C. Return-to-work testing will be done on City time, at City expense.

D. Follow-up testing will be done on City time, at City expense.

E. Pre-employment testing will be done on the non-City applicants' time, at City's expense.

6. Universal Random Testing Procedures

A. Members

(1) The Fire Dept. Personnel Section will select the start dates, stations and shifts to be tested. Confidentiality of the selection notice will be strictly controlled.

(2) The Fire Department Personnel Services Section or designate will schedule the out-of-service times starting after 1300 and will advise Dispatch and Deployment.

(3) The mobile collection unit will be stationed at a fire department station and the attendant will review the collection procedures with the supervisor and crews. All members at the selected stations will be required to take a test whether working A.W.R., C.S., or Rover. A record will be kept by Southwest Laboratory and Fire Department Personnel Services Section of who has completed the testing process. Members will receive a copy of the chain-of-custody form as proof of testing to keep with them. Members are only required to be tested once a year excluding valid retests.

(4) The attendant at the testing facility will provide the member with a chain of custody document/request form. The member will complete this form, following all of the instructions on the form to ensure the security of the specimen. The member will be required to present picture identification to the testing facility staff.

(5) If a member has documented scheduled leave during the collection time, the member's leave will be honored. The member will be rescheduled on a later date.

No non-emergency leave will be granted after a crew has been notified of
their testing time, until after a specimen has been collected.

(6) Urine Sample:

a. The testing facility attendant shall ask the member to remove any unnecessary garments such as a coat, jacket, or protective vest that might conceal items or substances that could be used to tamper with or adulterate the urine sample. The testing facility attendant shall ensure that all personal belongings such as a purse, briefcase, pagers, wallet remain with the outer garments.

b. Members shall be instructed to wash and dry their hands prior to the drug screening test.

c. The member will be given a collection bottle and directed to a private bathroom or collection area where the member will be allowed a reasonable amount of time to provide a sample consisting of at least 45 cc of urine. The member will be allowed to consume sufficient quantities of water as necessary to facilitate this process.

d. The actual collection of the specimen will not be observed; however, precautions will be taken to prevent contamination of the specimen.

  (i.) A bluing agent or dye will be added to the water of the toilet to prevent contamination of the specimen.

  (ii.) The collection bottle will be checked by the testing facility attendant for volume, color, and appearance. The temperature strip located along the side of the bottle will ensure that the specimen temperature is within acceptable limits.

  (iii.) If the temperature of a specimen is outside the range of 34 – 38 degrees C or 94 - 100 degrees F, there is reason to believe that the specimen may have been altered or substituted. Another specimen shall be collected following the procedure described above. Both specimens shall be forwarded to the laboratory for testing. A member's oral temperature will be taken to provide evidence to counter the belief that the specimen was altered or substituted based on the specimen's temperature falling outside the prescribed range. If the member's oral temperature is normal, testing will fall under for cause procedure.

e. Both the member being tested and the testing facility attendant shall keep the specimen in view at all times prior to the sample being split, sealed and labeled. When the specimen is partially transferred to a second bottle, the testing facility attendant shall request that the member observe the transfer of the specimen and the placement of the tamper-proof seals over both bottle caps and down the sides of the bottles.
f. Each specimen bottle shall have a tamper-proof seal on the container which contained the date and the member's specimen number.

g. The member shall initial the identification label that will be placed on each specimen bottle to certify that it is his or her specimen.

h. The member shall sign and date the "Patient Affidavit" block of the chain of custody document to verify the authenticity of the sample.

(4) Drug testing will follow split sample procedures.

7. Sample Handling and Transportation

The sealed specimen bottles will be retained in a locked refrigeration unit at the testing facility until they are transferred to the laboratory for analysis.

8. Laboratory Analysis Procedures

A. Drugs

The laboratory selected, and the personnel employed by the laboratory, shall comply with all guidelines pertaining to laboratories certified as SAMHSA (Substance Abuse and Mental Health Services Administration) also certified by the Department of Health and Human Services.

(1) The initial testing shall use an immunoassay which meets the requirements of the Food and Drug Administration for commercial distribution. A small portion of the original test sample will be used to test for marijuana metabolites, cocaine metabolites, opiate metabolites, phencyclidine, and amphetamines only. The initial cutoff levels will be as specified by the United States Department of Transportation, Federal Highway Administration.

(2) All samples identified as positive on the initial test shall be confirmed, using gas chromatography/mass spectrometry (GC/MS), at the cutoff values specified by the 2009 USDOTFHA standards. All confirmations shall be by quantitative analysis, using a small portion of the original sample. Concentrations which exceed the linear region of the standard curve shall be documented in the laboratory record as "greater than highest standard curve value."

B. Alcohol

Alcohol screening shall use evidential breath testing (EBT) devices approved by the National Highway Traffic Safety Administration (NHTSA). Two breath tests are required to determine if a person has a prohibited alcohol concentration.

(1) Initial Test:
An initial screening test shall be conducted. Any result less than 0.02 percent alcohol concentration is considered a negative test.

(2) Confirmatory Test:

If the initial alcohol concentration test is 0.02 percent or greater, a confirmation test must be conducted.

9. Test Results

A. Drugs

(1) Samples that are screened "None Detected" contain either no drugs, or drugs below the cutoff detection level for that drug.

(2) Samples that are screened "Positive" are handled by the laboratory as follows:

a. Following a positive screen from the initial immunoassay test and a positive screen from the GC/MS test, samples are placed in a locked forensic freezer at the testing laboratory and maintained for one year, after which time they may be discarded if retention is not requested by the City.

b. A retained sample sufficient for testing (split sample) may be transferred directly from the testing laboratory to a U.S. Department of HHS certified laboratory of the member's choosing and tested at the member's expense.

c. The MRO can request that the retesting of the original specimen (not the split sample) be performed by the same laboratory or that an aliquot of the single specimen be sent for a retest to another certified laboratory.

Note: The mandatory guidelines are silent with respect to who chooses the second laboratory. The only requirement is that a second laboratory is certified by HHS whether it is chosen by the agency/employer, donor, MRO, or the first laboratory.

B. Alcohol

(1) The member and the individual conducting the breath alcohol test (BAT) must complete the alcohol testing form to ensure that the results are properly recorded.

(2) The confirmation test must be conducted using an EBT that prints out the results, date and time, a sequential test number, and the name and serial number of the EBT to ensure reliability of the
results.

(3) Test results of less than 0.02 percent shall be reported as negative.

10. Notification of Test Results

A. Members and City Applicants

(1) Drugs

a. Laboratory results will be reported in the following manner:

   (i.) The laboratory shall report all positive test results to the Phoenix Fire Department designated medical review officer (MRO) within three (3) working days after receipt of the sample by the laboratory. (Exception: tests reported as donation too diluted; test not performed; specimen not suitable; specimen substituted and identified adultrants are the only negatives to be reported to the MRO.)

   (ii.) Only samples confirmed positive after the confirmatory GC/MS test shall be reported positive for a specific drug.

   (iii.) Test results (i. referred to above) will be reviewed by the Fire Department designated MRO.

a. MRO Notification to the City

Verified positive drug test results will be reported to the Assistant Chief of Personnel Services Section. A signed, notification must be forwarded after contact or after every reasonable effort has been made.

b. The MRO may verify a positive test as "POSITIVE" without having communicated directly with the donor (i.e., a non-contact determination) for the following reasons:

   (1) The donor expressly declines the opportunity to discuss the test result.

   (2) The MRO, after making all reasonable efforts, has not been able to contact the donor within 14 calendar days of the date on which MRO receives the positive test result from the laboratory.

   (3) The MRO has contacted the employer to attempt to locate the donor. The employer contacted the donor and instructed the donor to contact the MRO, but the donor has not contacted the MRO within 5 calendar days after being contacted by the employer.
The MRO should establish guidelines as to what constitutes a reasonable effort to contact the donor and should document all attempts that were made to contact the donor. When contacting the employer as part of the MRO’s efforts to contact the donor, the MRO should not reveal the test result or any information about the drug test. The employer should confidentially direct the donor to contact the MRO within calendar 5 days and should inform the MRO once the donor has been so instructed or if unable to contact the donor.

The MRO must report to the Assistant Chief of Personnel Services Section the following:

- The name of the member for whom the test results are being reported
- The type of test indicated on the custody and control form (random, pre-employment, etc.)
- The date, time, and location of the test collection
- The identification of the persons or entities performing the collection and analysis of the specimens and serving as the MRO for the specific test
- The verified results of the drug test (positive or negative) and, if positive, the identity of the substance(s) for which the test was verified positive
- That the MRO has made every reasonable attempt to contact the member

c. MRO Notification to Members

Prior to notifying the Assistant Chief of Personnel Services Section, the MRO will make every reasonable effort to meet confidentially with the member to discuss the test result. If, after making all efforts and documenting them, the MRO is unable to meet with the member in person and/or by telephone within five calendar days, the MRO shall contact the Assistant Chief of Personnel Services Section/designate, which shall direct the member to contact the MRO as soon as possible within 24 hours.

Under split-sample collection procedures, the member has 72 hours following notification of a positive result to request that the secondary sample be analyzed. If a split-sample was not taken, or was of inadequate quantity, the original test would be voided, and the member would not be subject to a retest.

(2) Alcohol

All individuals will be given a copy of the results of the initial and confirmatory alcohol test results by the testing facility at the conclusion of the test.

Alcohol test results that are positive will be forwarded immediately to the
11. **Record Keeping and Retention**

Listed below is an explanation of which alcohol and drug test records must be completed and maintained, where they must be maintained and for how long. ALL records shall be maintained in a secure location with controlled access. Records shall be made available for inspection at the Fire Department Personnel Services Section within two (2) business days after a request has been made by any authorized person.

A. **Required period of retention:**

<table>
<thead>
<tr>
<th>Document to be Maintained</th>
<th>Required period</th>
<th>Key</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol test results indicating breath alcohol concentration of 0.02 percent or greater</td>
<td>5 years</td>
<td>DTF &amp; PSS</td>
</tr>
<tr>
<td>Verified positive drug test results</td>
<td>5 years</td>
<td>DTF &amp; PSS</td>
</tr>
<tr>
<td>Refusal to submit to required alcohol or drug tests</td>
<td>5 years</td>
<td>DTF &amp; PSS</td>
</tr>
<tr>
<td>Required calibration of Evidential Breath Testing Devices (EBTs)</td>
<td>5 years</td>
<td>CTF</td>
</tr>
<tr>
<td>Medical Review Officer (MRO) evaluation</td>
<td>5 years</td>
<td>MRO</td>
</tr>
<tr>
<td>Annual calendar year summary</td>
<td>5 years</td>
<td>PSS</td>
</tr>
<tr>
<td>Records related to the collection process (except calibration) and required training</td>
<td>2 years</td>
<td>DTF</td>
</tr>
<tr>
<td>Alcohol test results indicating a breath alcohol concentration of less than 0.02 percent</td>
<td>1 year</td>
<td>CTF</td>
</tr>
</tbody>
</table>

B. **Types of records required to be maintained:**

(1) Records related to the collection process:

- Collection logbooks (if used) DTF
Documents related to the random selection process
Calibration documentation for EBTs
Documentation of Breath Alcohol Technician (BAT) training
Documentation of reasoning for reasonable cause testing
Documentation of reasoning for post-accident testing
Documents verifying a medical explanation for the inability to provide adequate breath or urine for testing
Consolidated annual calendar year summaries

(2) Records related to the members test results

Employer's copy of the alcohol test form, including results
Employer's copy of the drug test chain of custody and control form
Documents sent to the employer by the Medical Review Officer
Documentation of any member's refusal to submit to a required alcohol or drug test
Documents provided by a member to dispute the results of the test

(3) Documentation of any other violations of rules on drug use or alcohol misuse rules

(4) Records related to evaluations and training:

Records pertaining to EAP's determination of member's need for assistance
Records concerning a member's compliance with EAP's recommendations

(5) Records related to education and training:

Materials on drug and alcohol awareness, including a copy of the employer's policy on drug use and alcohol misuse
Documentation of compliance with
requirement to provide members with educational material, including member's signed receipt of materials

- Documentation of supervisor training
- Certification that training conducted under this rule complies with all requirements of the rule

(6) Records related to drug testing:

- Agreements with collection site facilities, laboratories, and MROs
- Name and position of officials and their role in the employer’s alcohol and controlled substance testing program
- Monthly statistical summaries of urinalyses
- The employer’s drug testing policy and procedures

12. Reporting

The Assistant Chief of Personnel or designate shall prepare and maintain an annual calendar summary of the results of its alcohol and drug testing programs. The annual summary shall be completed by August 15 each year, covering the previous calendar year.
The signing of this document signifies that you have received your copy of the Phoenix Fire Department’s Alcohol and Substance Abuse Education, Awareness, Treatment and Prevention Programs Process, Policy and Procedures.

As stated in the Procedures Section, the member is responsible for understanding and complying with the policy and procedures. The Fire Department Personnel Services Division is available to answer questions and to help members understand the policy and procedure (256-3179). Failure to read or understand any part of the policy and procedures will not relieve the member of the responsibility to abide by them.

____________________    ____________________
Signature      Print Name

____________________    ____________________
Social Security Number    Date
BACKGROUND

Case studies of major incidents where numerous injuries or fatalities occurred have revealed that significant numbers of emergency personnel experienced some form of stress-related symptoms following the incident. Many of these symptoms were transitory and most personnel had no long-term detrimental effects. These studies, however, have also revealed that a small percentage of personnel do experience some form of long-term detrimental effects resulting from exposure to such incident. Some of these effects have been delayed, surfacing later after a period of no apparent symptoms. Without professional intervention, these personnel have experienced declining work performance and deterioration of family relationships, as well as increased health problems. The objective of this procedure is to provide professional intervention (immediately) after major incidents to minimize stress-related injury to Fire Department personnel.

INCIDENTS

Fire Department response to incidents that expose personnel to unusually strong emotional involvement may qualify for "Incident Debriefing". The following are examples of incidents that may be selected for debriefing:

1. Serious injury or death of a Fire Department member or other emergency personnel.
3. Suicide of a Fire Department member.
4. Serious injury or death of a civilian resulting from Fire Department operations (i.e., auto accident, etc.).
5. Death of a child, or violence to a child.
6. Loss of life of a patient following extraordinary and prolonged expenditure of physical and emotional energy during rescue efforts by Fire Department personnel.
7. Incidents that attract extremely unusual or critical news media coverage.
8. An incident in which the circumstances were so unusual or the sights and sounds so distressing as to produce a high level of immediate or delayed emotional reaction.

**ON-SITE MANAGEMENT**

Minimizing personnel exposure to these stressful incidents results in fewer stress-related problems. Command should reduce this exposure by rotating personnel and by removing initial personnel from the scene as soon as possible.

Any personnel directly involved in high-stress incidents should be considered as high priority for immediate removal from the scene. Relief from duty for these personnel may also be a consideration. Examples 1 through 4 should always be evaluated by behavioral health professionals to determine a need for early intervention and debriefing.

On-site evaluation and counseling should also be considered for some critical incidents when time and circumstances permit.

**ACTIVATION OF THE DEBRIEFING PROCESS**

Any Command Officer may initiate the debriefing process. For serious events, this can be done from the scene by contacting the Alarm Room. Company officers whose crew may have experienced a traumatic event may also initiate the debriefing process by contacting their supervising chief officer.

EAP and Command Officers will determine the level of debriefing required.

The Personnel Services Division and/or the Operations Division will be responsible for coordinating the debriefing process, follow-up care, and other support functions.

**DEBRIEFING ATTENDANCE**

Attendance to a debriefing is MANDATORY for all personnel who were directly exposed to the traumatic aspects of an incident or otherwise identified as a person suffering symptoms. Exceptions may be granted following assessment by EAP personnel.
DEBRIEFING

Incident debriefing is not a critique of Fire Department operations at the incident. Performance issues will not be discussed during the debriefing. The debriefing process provides formats in which personnel can discuss their feelings and reactions and, thus, reduce the stress resulting from exposure to critical incidents. All debriefings will be strictly confidential.

Several types of debriefings may be conducted depending upon the circumstances of a particular incident. They may be conducted on an individual one-on-one basis or, more typically, in small groups of not more than 25 members. The following five types of debriefings, singularly or in combination, are most commonly utilized:

- **On-Scene or Near-Scene Debriefing**: (see "On-Site Management")
- **Initial Defusing**: Conducted shortly after the incident. Primarily informational. An update and status report on the incident and related injuries. A brief review of stress related symptoms will be provided by a professional counselor.
- **Formal Debriefing Meetings**: Conducted within 72 hours of incident. Confidential non-evaluative discussion of involvement, thoughts, and feelings resulting from the incident. Also, discussion of possible stress-related symptoms.
- **Follow-Up Debriefing**: Conducted weeks or months after incident, concerned with delayed or prolonged stress symptoms, may be done informally.
- **Individual Consults**: Available at any time, as needed. One-to-one counseling for any concerns related to the incident.

RELIEVING PERSONNEL FROM DUTY

Circumstances of a critical incident may result in a recommendation that individuals or companies be taken out of service. Such decisions may include returning personnel to their station(s) in an out-of-service status and allowing crew(s) to determine for themselves when they are mentally and physically prepared to return to service. In other circumstances, the crew member(s) may decide that they cannot return to duty, or the professional counselor may recommend relief from duty for the balance of the shift. If this is the case, appropriate steps should be taken to notify the member’s spouse, roommates, or family of his/her status, and to provide direction on how they can best assist the member through this difficult time. Any time crews or individuals are relieved from duty, the South Shift Command needs to be notified.