

Jefferson City Fire and Rescue Service



Policy and Procedure Manual

1919 Third Avenue North
Jefferson City, Alabama 35353

Jefferson City Information

Population of Jefferson City:

Approximately 52,300 people

Location of Jefferson City:

North Central Alabama

Size of Jefferson City:

Approximately 24 squares miles

Jefferson City is a medium sized city located in North Central Alabama. The city is a mix of residential, commercial and industrial structures. There are a large number of apartment complexes and single-family houses in the city. The business district, which is located in the north side of downtown, is busy with people and traffic during the day and is quiet at night. The south side of downtown is where many people go for entertainment in Jefferson City. Most citizens of Jefferson City commute into the business district to work and live in the suburbs in the Northern and Western sides of the city. The west side of the city also contains several warehouses. A lot of people also work in the Eastern side of the city, which is heavily industrialized. The southern part of the city mainly consists of residential structures dispersed widely in a rural area. The city is divided in half by a railroad that travels east and west. Additional railroad tracks are located in the eastern part of town. A north-south interstate is located in the northern part of town. The largest city that borders Jefferson City is Shelby City, to the south.

Jefferson City Fire and Rescue Department Information

Jefferson City Fire Department is a medium size department. The department consists of six fire stations. The department's administrative offices are located at Station 1, in the northern part of downtown. A matrix that describes each station is provided below. Included in the matrix is the location of each station, the area covered by each station, the equipment assigned to each station and the type and number of personnel assigned to each station.

Jefferson City Fire Department Equipment and Personnel Assigned to Each Station

		Station 1	Station 2	Station 3	Station 4	Station 5	Station 6	TOTAL
	Location	North	North central	West	East	South	West	
Area	Structure Types	Business District Downtown Residential	Entertainment District Downtown	Densely Residential	Industrial	Rural	Mixed Warehouse and Residential	
	Coverage Area (Square Miles)	3	2	4	3	9	5	26
Equipment Resources	Engines	2	1	1	1	1	1	7
	Ladder Trucks	1			1 (Hazmat/Decon Unit)		1	3
	Rescue Units	1	1	1	1			4
	Brush Truck					1		1
	TOTAL EQUIPMENT	3	2	2	3	2	2	15
Personnel Resources	Swing person (Kelly person)	2	2	1	4	1	2	12
	Firefighters	18	8	8	14	10	16	74
	Paramedic	5	5	5	5	0	0	20
	Firefighter-Basic							
	Medics	5	5	5	5	0	0	20
	Apparatus Operators	6	3	3	6	3	6	27
	Lieutenants	5	2	2	5	2	5	21
	Captains	3	1	1	1	1	1	8
	Assistant Fire Chief	1	0	0	0	0	0	1
Fire Chief	1	0	0	0	0	0	1	
TOTAL PERSONNEL	46	26	25	40	17	30	184	

Jefferson City Fire Department Station 1

Primary response to alarms in territory

- Engine 2: 500 gal tank, 1000 gpm pump capacity. 2 crosslays, 1 line on bumper. 4 man crew.
- Engine 3: 750 gal tank, 1250 gpm pump capacity. 2 crosslays, 1 line on bumper, 4 man crew.
- Ladder 1: 75 foot quint with a platform 300 gal tank. 1000 gpm pump capacity. 4 man crew.
- Rescue 2: 1 paramedic, 1 basic EMT. Both Firefighters.
- Department protocol stipulates that Rescue units be initial RIT team where applicable.

Second Alarm responding units

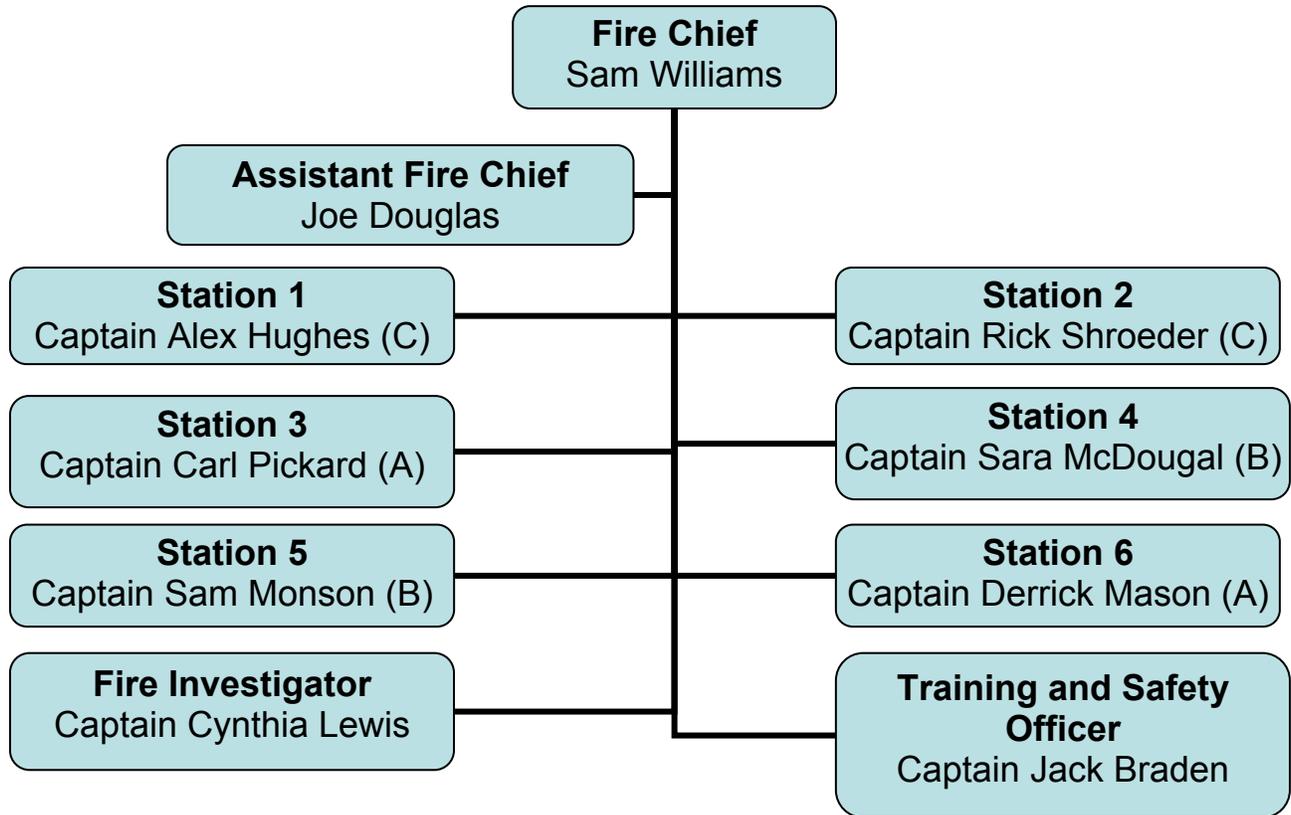
Second alarm is Station 3 and Station 6.

- Engine 4: 750 gal tank, 1250 gpm pump capacity. 2 crosslays, 1 line on bumper, 4 man crew.
- Engine 6: 500 gal tank, 1000 gpm pump capacity. 2 crosslays, 1 line on bumper, 4 man crew.
- Ladder 3: 75 foot quint with a platform 300 gal tank. 1000 gpm pump capacity. 4 man crew.
- Rescue 3: 1 paramedic, 1 basic EMT. Both Firefighters.

Third Alarm responding units

Third alarm is Shelby City Fire and Rescue: 3 engines and 1 ladder available.

Jefferson City Fire Department Organizational Chart



* () denotes to what shift Captain is assigned.

Apparatus Operator Pat Candidate is the Apparatus Operator for B shift at Station 1. This individual is the acting supervisor in the absence of the Lieutenant.

Lieutenant Pat Candidate is the A shift supervisor at Station 1.

Captain Pat Candidate is the C shift supervisor at Station 1. S/he replaces newly retired Captain Alex Hughes.

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JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 1001

SUBJECT: Minimum Staffing Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

Maintaining minimum staffing at all of Jefferson City's Fire Department is perhaps one of the more challenging issues within the scope of the fire service administration. Maintaining minimum risk level staffing on a constant basis for all apparatus must be balanced against allowing ample opportunities for employees to take leave time. Recognizing the need for the maintenance of this balance and additionally recognizing that it is important that the policy/procedures to maintain this balance be clearly delineated to all department employees, the following text has been established as the Jefferson City Fire Department minimum staffing policy.

POLICY

Minimum Risk Level Staffing: The minimum risk level staffing for this department is outlined below.

1. Pumpers and Ladder Truck apparatus has been set at four (4) personnel per first-line apparatus. The four personnel must meet the following qualifications.
 - a. Officer – Captain or Lieutenant (Apparatus Operator may act as Company Officer if a Captain or Lieutenant is not available)
 - b. Driver – Apparatus Operator (AO Certified Firefighter may act as a driver if a Apparatus Operator is not available)
 - c. Nozzelman – Firefighter
 - d. Plugman – Firefighter
2. Rescue Unit (Medical Transport Unit) has been set at two (2) personnel per first-line rescue unit. The two personnel must meet the following qualifications. (Note: two EMT – Paramedics may constitute the Rescue Unit, but there must be at least one EMT – Paramedic on the Rescue Unit)
 - a. EMT - Paramedic
 - b. EMT - Basic
3. HazMat/Decon Unit will be staffed by the Ladder Truck Company at Station 4 when it is needed. Therefore, all personnel assigned to the Ladder Truck Company at Station 4 must be HazMat Certified.

Any apparatus or unit that does not meet the Minimum Risk Level Staffing outlined above must be taken out of service.

Maintaining Minimum Level Risk Staffing

It is the responsibility of the Assistant Fire Chief to ensure Minimum Level Risk Staffing is maintained. In the absence of the Assistant Fire Chief, the Fire Chief will assign one Fire Captain the task of ensuring Minimum Level Risk Staffing is maintained at all six of Jefferson City Fire Department's stations.

At the beginning of each shift, the Assistant Fire Chief (or Captain) will determine if each apparatus and unit for that shift is staffed at the minimal level. If the absence of any personnel for that shift causes an apparatus or unit to fall below Minimum Level Risk Staffing, minimum staffing must be maintained through one of the following ways (in order of priority).

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1. Move personnel from a station/apparatus/unit with extra personnel.
 - a. Some stations, apparatuses or units may have extra personnel assigned to them on the schedule. Extra personnel should be used first to maintain Minimum Level Risk Staffing.
 - b. Any personnel being moved to fill a position on an apparatus or unit must have the rank or certifications required to maintain Minimum Level Risk Staffing on that apparatus or unit.
2. Hold personnel over from the previous shift
 - a. If there are not enough extra personnel scheduled to maintain Minimum Level Risk Staffing at all stations, personnel with the appropriate rank and certifications must be held over from the previous shift in order to maintain Minimum Level Staffing.

Any changes in personnel assignments on the daily schedule that are the result of absences should be documented on the "Daily Schedule Change Form." An example of this form is attached to this policy.

Daily Schedule Change Form

Instructions: The form below includes the schedule for all of the personnel working at Jefferson City’s six fire departments on [INSERT DATE]. The form also includes the rank of the scheduled personnel and their certification(s). If you are moving or replacing someone on the schedule, please cross their name off of the “Original Personnel Schedule” and write the name of the person in the “Changes in Original Schedule” column next to the person they are replacing on the schedule. In addition, you must explain your reasoning for each personnel change in the space provided. If the person on the “Original Personnel Schedule” is not being moved or replaced, you should leave the schedule as it is.

Original Personnel Schedule	Personnel’s Rank	Personnel’s Certification(s)	Changes in Original Schedule	Explain the Reasoning for this Personnel Change
<i>[Station #]</i> ¹			<i>[Station #]</i>	
1.			1.	
2.			2.	
3.			3.	
4.			4.	
5.			5.	
6.			6.	
7.			7.	
8.			8.	

¹ Each station will use one of these forms for each shift.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 2001

SUBJECT: Leave Time/Processing Requests for Leave Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

Considering the importance of maintaining a sufficient number of members on duty to perform our duties efficiently and safely, it is necessary to establish guidelines for approving requests for leave time. Top priority shall be given to the managing of personnel so as to staff shifts adequately.

POLICY

- All leave time must be requested and approved through the Assistant Fire Chief. In the absence of the Assistant Fire Chief, Station Captains will process requests for leave.
- All requests for leave must be submitted to the Assistant Fire Chief 30 days or more before the date of the leave requested. Requests for leave forms that are submitted less than 30 days before the date of the leave requested will be automatically rejected.

AUTHORITY

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-140.

PROCEDURES

A. General Leave Time Procedures

1. The department's Request for Leave Form (RLF) will be used when requesting leave. RLFs must be processed (i.e., approved or rejected) by the Assistant Fire Chief. A blank RLF has been attached to the end of this policy.
2. Officer and Apparatus Operator shall not schedule leave at the same shift.
3. There must be sufficient staffing scheduled at the station to which the person requesting leave is assigned on the date of the leave requested in order for the leave to be approved. If approving the person's leave would cause the station to fall below Minimum Level Risk Staffing requirements, the request should be rejected. Personnel cannot be moved from other stations or other shifts to accommodate a request for leave.
4. Swap time must be approved following the Swap Time Policy (Policy #2008).
5. Leave time for classes or training **MUST** be approved by the Fire Chief prior to attendance. Employees must submit the request in writing using the departmental Leave Form. Approved leave for training is not charged to the employee's vacation or sick leave balance, but is rather considered alternate assignment administrative leave with pay.
6. All leave time requests shall comply with the Department Rules and Regulations.

B. Vacation Leave

Jefferson City Fire Department personnel will be allowed to take vacation leave at the following rates:

<u>Years of Service Completed</u>	<u>Hours of Vacation Leave Allowed per Calendar Year²</u>
Less than 12	96
At least 12, but less than 25	144
25 or more	192

1. When requesting vacation leave, personnel must indicate the number of vacation hours they have taken during the current calendar year on the Request for Leave Form. If the amount of vacation leave requested combined with the amount of leave already taken during the calendar year is greater than the values above, the request for vacation leave should be rejected. If the total amount of leave for the calendar year would be less than the values above, the request should be approved if Minimum Level Risk Staffing requirements are maintained at the station to which the person requesting the leave is assigned.
2. In the instance that multiple personnel from the same station request vacation leave for the same date/time, seniority (i.e., tenure in the department) should determine the priority of granting leave. Requests by more senior personnel should be approved before less senior personnel.

C. Injury with Pay Leave

Any employee who sustains a disabling injury without fault or gross negligence on his/her part while performing the duties of the position may be granted leave with pay.

D. Jury Leave

When an employee, who is not a party to the case, is summoned to serve on Jury Duty, the summons notice should be presented to the Assistant Fire Chief. The employee will be relieved of normal job duty assignments while serving on jury duty. If the employee is working the day before he/she is to report for jury duty the next morning, the employee's immediate supervisor will relieve the employee of normal job duties at 10:00 p.m.

When an employee is released from jury duty, he/she shall contact their immediate supervisor. If the day he/she is released from their normal shift assignment day to be on Fire Department Duty, he/she shall report to work. If the day he/she is released is not their normal assignment day to work, he/she will report to the Fire Department work on the next regularly assigned shift. In addition, he/she must bring proof of attendance covering the time. Leave for Jury Duty is submitted in the same manner as leave for training, as alternate assignment administrative leave with pay.

E. Family Sick Leave

When an employee's immediate family (mother, father, sibling, spouse, or child) becomes ill and requires the employee's care, the employee may take, or request in advance, sick time with pay to take care of the family member. The employee may take as many paid days for family care as they have sick days for

² This outlines the amount of vacation leave a person can take during one calendar year according to their tenure. This does not outline the amount of vacation leave a person earns in one calendar year. All department personnel start each year with the amount of vacation leave that is determined by their tenure. Once they have taken the amount of leave allowed by their tenure, they are not allowed to take anymore paid vacation until the start of the new year. Unused vacation leave does not carry over into the following calendar year.

themselves. All other time off will be a leave of absence without pay if necessary. If the employee's sick family member is not an immediate member of the family (i.e., not a mother, father, sibling, spouse or child), the employee's request for sick leave should be rejected.

All family sick leave time requests shall comply with the Department's Attendance/Sick Leave Policy.

Request for Leave Form (RLF)

Section I

This Section Should Be Completed By The Person Requesting Leave

1) Name: _____
Rank: _____

2) Date Form Submitted: _____

3) Station Number: _____

4) Dates of Leave Requested and Total Hours of Requested Leave:

5) Reason Leave Requested (Check One):

Vacation

How many hours of vacation have you taken this calendar year? _____

Sick Leave

What is the reason for requesting Sick Leave and what is your doctor's name and phone number?

Training

What is the purpose and location of the training?

Other

Please explain why leave is being requested?

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 2002

SUBJECT: Attendance/Sick Leave (Family and Personal) Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

To control the possible abuse of the sick leave privileges that are granted to employees in accordance with the prescribed policies and procedures of the Jefferson City Fire Department Leave Time Policy.

POLICY

It is the policy of the Jefferson City Fire Department to approve sick leave request by department employees to cover illness. In addition, it shall be the policy of the Jefferson City Fire Department to identify employees that are irregular in attendance and take the necessary measures to alleviate any possible abuse of the granted sick leave. Any violations of the guidelines set forth in this policy by employees or their supervisors will be considered as a violation of the department policy. It is therefore the policy of the Jefferson City Fire Department to administer disciplinary action to those employees who are determined to have abused sick leave, fraudulently used sick leave, are irregular in attendance or use approved sick leave in any manner that causes disruption or negative consequences to the organization.

AUTHORITY

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-140.

RESPONSIBILITY

It is the responsibility of the Assistant Chief to review and update this policy. Furthermore, it is the responsibility of the Jefferson City Fire Department to adhere to and enforce the established guidelines of this policy.

PROCEDURES

1. Maintain a Leave Record form for each employee.

The supervisor will record all leave used by each employee on their personal Leave Record form. This includes scheduled and non-scheduled leave. Examples of leave time includes vacation, HOT, sick leave, tardiness (late), AWOL, emergency leave, etc.

2. Each month, the Captain and or Supervisor will review the attendance record of personnel under their supervision to identify irregular attendance and patterns of absences that could indicate a possible abuse and fraudulent use of Sick Leave.
3. The Attendance Record Forms, along with the names of the employees that are in violation, or suspected of being in violation of the Attendance Policy, will be submitted to the Assistant Chief for review and verification. These supervisors will forward this information along with their written recommendations to the Assistant Chief. The Assistant Chief will submit their recommendations via the chain of command to the Fire Chief.

4. The following check list will be used when auditing the employee's attendance records to identify suspected patterns of sick leave, irregular attendances, and sick leave abuse:

- Sick leave on the first work day following pay days.
- Sick leave before or after a day off.
- Sick leave on the same calendar day of the weekend.
- Sick leave before or after a holiday.
- Sick leave on Fridays or Mondays, for a three day week.
- Sick leave when work is heaviest.
- Sick leave during inclement weather.
- Sick leave on dates of public events, such as ball games, etc.
- Sick leave on dates employee worked at outside employer.
- Sick leave on dates employee is on vacation from outside employer.
- Sick leave when refused a day off.
- Sick leave when an undesirable job is to be performed.
- Sick leave taken as soon as it is earned.
- Sick leave on days in which watching an event on T.V. may be deemed a national event
- No pattern, but excessive intermittent sick leave absences of short duration.
- Sick leave on hunting or fishing season opening or closing dates.
- Sick leave to test for other employment opportunities.

5. Request for Sick Leave—Instructions for actions required by all employees.

When an employee believes to be unable to work, due to illness or injury, and is incapacitated to the point the assigned duties cannot be performed, the employee will call the supervisor on duty and advise as to:

- A. The nature and extent of the illness or injury;
- B. The length of time the employee will be incapacitated;
- C. Who the employee's doctor is, if the employee scheduled a doctor's appointment or if treatment has been administered by a Physician.

It is the employee's responsibility to call his/her immediate supervisor. If the employee is too ill to use the phone, the employee's spouse or a member of the family may do so.

Any employee calling to request sick leave must only speak to the supervisor on duty. The only exception will be if the supervisor on duty is not immediately available to take the call. In this instance, the message taker will relay such information to the supervisor.

The Request for Leave Form (RLF) should be used to (1) request approval of sick leave taken in the past and (2) request in advance approval of sick leave in the future. Employees returning from sick leave must complete and present the RLF to the Assistant Fire Chief upon return to duty. If advanced sick leave is known or anticipated (for things such as scheduled surgery, etc.), the RLF may be submitted prior to the beginning of the sick leave date. The form will contain the following information:

- Name and rank of the employee making the request.
- Date the form was submitted
- Length of time the incapacitation or anticipated length of time.
- Explanation of reason for requesting sick leave.
- Doctor's name and telephone number (if required; see #6 below).

When an employee's immediate family (mother, father, sibling, spouse, or child) becomes ill and requires the employee's care, the employee may take or request advanced sick time with pay to take care of the family member. The employee may take as many paid days for family care as

they have sick days for themselves. All other time off will be a leave of absence without pay if necessary. If the employee's sick family member is not an immediate member of the family (i.e., not a mother, father, sibling, spouse or child), the employee's application for sick leave should be rejected.

6. Employees required to present proof of illness:
 1. An employee who is absent on sick leave for two consecutive 24 hour shifts or more will be required to submit a physician's certificate as written evidence to substantiate the use of sick leave. In addition, an employee who reports in sick on a holiday shift or a shift prior to a holiday or a shift following a holiday will be required to submit a physician's certificate or other written evidence. This rule shall apply to all employees.
 2. Twenty-four hour shift employees requesting eight to twenty-four hours of Sick With Pay (SWP) on more than three occasions during a calendar year, shall be required to furnish Proof of Illness documentation on the fourth occasion and all additional occasions during that twelve-month period.
 3. Twenty-four hour shift employees off duty on SWP six or more occasions for any duration during a calendar year, or two or more consecutive shifts shall be required to furnish Proof of Illness documentation.
 4. When the department of personnel rule applies, a physician shall be seen and a written Proof of Illness from the physician shall include:
 - a. The diagnosis.
 - b. A confirmation that the diagnosed condition rendered the employee incapacitated to perform position duties.
 - c. The probable period of such incapacitation.

When it is necessary to provide proof of illness, a form is provided to assist the physician to include the necessary information. However, any written document which includes the required information is acceptable.

5. Employees that work a 40 hour week will be required to provide proof of illness that meets the criterion of the department of personnel rule when returning from their fifth request for SWP at 8 hours or more. Also, these those employees with 8 or more SWP incidents may be required to be interviewed by the Occupational Safety and Health Committee. The supervisor will review the sick time use of the individuals and may recommend review by the committee.
6. Twenty-four hour shift employees that use more than four separate twenty-four hour periods of SWP may be required to appear before the Occupational Safety and Health Committee for a review of the reasons for their request for SWP. The Company Officer will identify the individuals meeting their review criteria, and submit their findings to the Assistant Chief. The Assistant Chief will review the sick time usage and may recommend to the Fire Chief that a review by the committee be conducted. The committee shall make recommendations to the Fire Chief concerning the employee's demonstrated physical ability to continue to perform assigned duties.
7. Twenty-four hour shift employees off duty on SWP six or more occasions for any duration during a calendar year may be required to be examined by a physician to determine the employee's physical condition.

8. It shall be considered a violation of the policy to work part-time jobs or participate in physically demanding activities while on SWP leave.
9. Employees on sick leave with pay, medical leave of absence without pay, or family medical leave must keep the department informed about their condition while on leave. Therefore, employees are required to keep the Training/Safety Division informed as to where the individual may be contacted. Occasionally, it may be necessary to contact the individual to obtain additional information. When directed to do so, persons on SWP or IWP will be required to submit the requested information to the department's safety officers or other supervisory personnel informed as to where the individual may be contacted.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 2003

SUBJECT: Processing Time Sheets/Pay Periods

SIGNED: Sam Williams, Fire Chief

PURPOSE

Due to the importance of accurately compensating all employees within the Jefferson City Fire Department, a policy is established regarding the submission of Time Sheets by all employees. This policy also establishes and defines pay periods.

POLICY

- Time Sheets must be submitted by all employees to their immediate supervisor at the end of each pay period as established by Jefferson City.
- Time Sheets must be reviewed by supervisors prior to submission to the Assistant Chief for approval.

AUTHORITY

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-140.

PROCEDURES

A. General Time Sheet Review Procedures

1. A pay period in the Jefferson City Fire and Rescue Department shall be a period of 14 calendar days. Pay periods shall begin at 7:00 a.m. on Saturday and conclude at 7:00 a.m. on the Friday that is 14 days after the beginning of the pay period.
2. Pay checks shall be issued for a given pay period on the Friday ending the **next** pay period. For example, for a pay period worked that extended from January 1 through January 15, employees would be paid on January 29.
3. The department's Time Sheet Form (TSF) will be used when submitting time for compensation. TSFs must be processed (i.e., approved or rejected) by the immediate supervisor. A blank TSF has been attached to the end of this policy.
4. Employees must indicate on their time sheet the number of hours worked as Regular Time, Overtime, or Out of Class Time for each shift worked. They must also indicate any leave taken during each shift and the type of leave.
5. Time must be broken down by the quarter hour. Time should **not** be rounded up to the nearest whole hour.
6. Supervisors must maintain a record of time worked for all employees under his/her command. This record must be updated at the end of each shift and maintained in a secure location by the supervisor.

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7. At the end of each pay period, employees must submit completed TSFs to the immediate supervisor for review. Supervisors must review the time submitted and verify the accuracy of the time sheet during the first shift of the next pay period.
8. TSFs that are submitted and verified as correct are submitted to the Assistant Chief for final approval along with a cover memorandum. TSFs that are submitted and determined to be inaccurate must be returned to the employee with an explanation of the inaccuracy.
9. Employees must submit corrected time sheets at the beginning of the next shift worked after receiving the rejected TSF from their supervisor.
10. Corrected TSFs must be reviewed by the supervisor before noon on the day of the shift in which it was submitted by the employee.
11. Employees may appeal supervisor's review of the TSF within 10 days of the end of the pay period. However, in the event of appeals, the supervisor's record will be the basis for compensation for the employee for the pay period in question. If the employee's appeal is granted, adjustments in compensation will be reflected in the next pay check after the granting of the appeal.
12. Employees found to intentionally falsify time sheets will be subject to Progressive Discipline in accordance with Policy 9003 of the Jefferson City Fire and Rescue Policy Manual.
13. All time worked and submitted for compensation shall comply with the Department Rules and Regulations.

TIME SHEET

Name: _____

Employee ID: _____

Pay Period: _____

Date	Regular Time	Out of Class Time	Overtime	Vacation Leave	Sick Leave	Other Leave	Total
Total							

Supervisor Review

Correct _____

Not Correct _____

If Not Correct, indicate why:

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 2004

SUBJECT: Absent Without Leave Progressive Disciplinary Action Policy

SIGNED: Sam Williams, Fire Chief

POLICY

AWOL is unauthorized absence when scheduled to work. An employee not reporting to his/her immediate supervisor or superior officer before 30 minutes of his/her shift has elapsed will be charged with AWOL.

Each occurrence of AWOL an employee will have an opportunity to explain why they were AWOL. If it is determined that the incident is justified, no disciplinary action will be taken and the occurrence will not be counted against the individual. If the occurrence is determined to be unjustified, the following steps will apply.

PROGRESSIVE DISCIPLINARY ACTION

1st Occurrence

1. The employee will be given an opportunity to explain, verbally or in writing, why he/she was AWOL.
2. The Station Captain will determine if the AWOL occurrence is justified or unjustified, utilizing consistent criteria.
3. If the incident is determined to be the first occurrence of unjustified AWOL, the Station Captain will write an official reprimand.
4. The Assistant Fire Chief will be notified.

2nd Occurrence

1. The employee will be required to explain the AWOL incident in writing.
2. The Station Captain will conduct an inquiry. If the incident is determined to be the second unjustified occurrence within twelve months, the Station Captain will attempt to determine the reason for the employee's pattern of AWOL. Appropriate Employee Assistance will be made available.
3. The Station Captain will request a determination hearing before the Assistant Fire Chief and a suspension without pay for a minimum of eight hours will be recommended for progressive disciplinary action.

3rd Occurrence

1. The employee will be required to explain the AWOL incident in writing.
2. The Assistant Chief will conduct an inquiry. If the incident is determined to be the third unjustified occurrence within twelve months, the Assistant Chief will attempt to determine

the reason for the employee's pattern of AWOL. Appropriate Employee Assistance will be made available.

3. Appropriate Employee Assistance will be required.
4. The Assistant Chief will request a determination hearing before the Department Head and suspension without pay for a minimum of twenty-four hours will be recommended for progressive disciplinary action.
5. The employee will be given a written warning that the fourth occurrence could result in dismissal from the department.

4th Occurrence

1. The employee will be required to explain the AWOL incident in writing.
2. The Assistant Chief will conduct an inquiry. If the incident is determined to be the fourth unjustified occurrence within twelve months, a determination hearing before the Department Head will be requested and a suspension without pay for forty-eight hours will be recommended for progressive disciplinary action.
3. The employee will be advised that if there is a fifth occurrence within a twelve month period that dismissal will be recommended.

5th Occurrence

1. The employee will be required to explain the AWOL incident in writing.
2. The Assistant Chief will conduct an inquiry. If the incident is determined to be the fifth unjustified occurrence within twelve months, a determination before the Department Head will be requested and dismissal will be recommended.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 2005

SUBJECT: Employee Late to Work Progressive Disciplinary Action Policy

SIGNED: Sam Williams, Fire Chief

POLICY

Any employee who does not arrive on time should be considered late. Employees arriving more than 30 minutes late will be considered AWOL (see Policy 2004). A late for duty employee will have an opportunity to explain why they were late. If it is determined that the incident is justified, no disciplinary action will be taken and the occurrence will not be counted against the individual. If the occurrence is determined to be unjustified, the following steps will apply.

PROGRESSIVE DISCIPLINARY ACTION

1st Occurrence

1. The employee will be given an opportunity to explain, verbally or in writing, why he/she was late.
2. The Station Captain will determine if the late occurrence is justified or unjustified (Utilizing Consistent Criteria).
3. If the late occurrence is determined to be unjustified, a written warning will be prepared by the Station Captain.

2nd Occurrence

1. The employee will be required to explain the late occurrence in writing.
2. The Station Captain will determine if the late occurrence is justified or unjustified.
3. If the incident is determined to be the second late occurrence within a 12-month period, the Station Captain will write an official reprimand.
4. The Station Captain will attempt to discover why the employee has developed a pattern or reporting late for duty and make appropriate Employee Assistance available.

3rd Occurrence

1. The employee will be required to explain the late occurrence in writing.
2. The Assistant Chief will determine if the late occurrence is justified or unjustified.
3. If the incident is determined to be the third occurrence within a 12-month period, additional steps will be taken to discover the cause of the continued reporting late for duty. Employee Assistance will be recommended if necessary.

4. The Assistant Chief will request a Determination Hearing before the Department Head. The Assistant Chief's recommendation for Progressive Disciplinary Action will call for a minimum of eight hours suspension without pay.

4th Occurrence

1. The employee will be required to explain the late occurrence in writing.
2. The Assistant Chief will determine if the late occurrence is justified or unjustified.
3. If the incident is determined to be the fourth occurrence within a 12-month period, very specific directions will be given to correct the reporting for duty late problem.
4. The Assistant Chief will request a Determination Hearing before the Department Head. The Assistant Chief's recommendation for Progressive Disciplinary Action will call for a minimum of twenty-four hours suspension without pay.
5. The employee will be given a written warning that the next late occurrence could result in dismissal.

5th Occurrence

1. The employee will be required to explain the late occurrence in writing.
2. The Assistant Chief will determine if the late occurrence is justified or unjustified.
3. If the incident is determined to be the fifth occurrence within a 12-month period, the Assistant Chief will request a Determination Hearing before the Department Head. The Assistant Chief's recommendation for Progressive Disciplinary Action will call for serious discipline up to and including dismissal.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 3002

SUBJECT: Uniform/Grooming Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

To maintain professionalism and ensure adherence to appropriate standards of appearance and dress on the part of on-duty fire personnel.

POLICY

It is the policy of Jefferson City that all on-duty fire personnel wear appropriate attire at all times whether they are engaged in regular duties, emergency response, physical training or on their downtime. Department staff must professionally represent Jefferson City Fire Department adhering to minimum standards of uniform, hygiene and grooming.

AUTHORITY

The authority vested in the Fire Chief by the Code of Alabama Section 11-43-140.

RESPONSIBILITY

It is the responsibility of the Assistant Chief to review and update this policy.

PROCEDURE

"On-duty" is defined as the 24-hour shift in its entirety, starting and ending at 7:00 a.m. Individuals not in appropriate dress at the start of the shift are considered to be tardy until they are in appropriate dress.

3002.1 The Department uniform will consist of the following:

- A. Firefighters and Fire Medics
 1. Gray shirts, long and short sleeves
 2. Navy blue pants with 1/4" red stripe on the outside seam of each leg
 3. Navy blue or black socks
 4. Black belt with silver belt buckle
 5. Black shoes
 6. Silver shirt badge
 7. Silver nametag
 8. Medic jacket/pullover

- B. Officers
 1. White shirts, long and short sleeve
 2. Navy blue pants with 1/4" yellow stripe on the outside seam of each leg
 3. Navy blue or black socks
 4. Black belt with gold belt buckle
 5. Black shoes
 6. Gold shirt badge

7. Gold nametag
8. Brass indicating rank will be worn on the shirt collar.
9. Medic jacket
10. Fleece Pullover

- 3002.2 Appropriate attire for the start of the shift is the Department Uniform.
- 3002.3 Department nametags are to be worn over or on the right shirt pocket.
- 3002.4 Department badges are to be worn over the left shirt pocket.
- 3002.5 Lost badges are to be reported to the Company Officer who shall report the loss to the Chief of the Department following the proper chain of command.
- 3002.6 All members are charged with the responsibility of caring for the uniforms issued to them.
- 3002.7 Approved T-shirts may be worn during special work details, exercise periods, special circumstances, or after 2100 hours as directed by Chief.
- 3002.8 Baseball caps or toboggans may not be worn on duty when helmets are required.
- 3002.9 Apparel with the Jefferson City Fire Department logo (caps, shirts, sweats, etc.) may be worn at designated times and shall be worn with the same respect and conduct guidelines as the Department uniform.
- 3002.10 The Fire Department golf shirt may be worn by line personnel to outside department functions (training, schools, meetings, etc.). Administrative personnel may wear the Fire Department golf shirt on designated days.
- 3002.11 The Fire Department fleece pullover may be worn by all fire department personnel as a part of the duty uniform.
- 3002.12 The Fire Department baseball cap may be worn by all fire department personnel as a part of the duty uniform.
- 3002.13 Uniforms must be clean and free of wrinkles at the beginning of each shift of duty.

3002.14 Personal Grooming Standards

A. All staff is expected to report for work well groomed, clean, and free of pervasive body odors. In addition, excessive perfume/cologne or offensive body odor that could cause irritation to co-workers is not allowed. In addition to these general guidelines, the following specific requirements apply:

- 1. Facial hair will be shaved when reporting for work, except for well-groomed mustaches, and/or sideburns.**
- 2. Head hair must be clean, groomed, free of excessive hair products, and worn in a manner that does not present an undue safety hazard, based on the individual's assigned duties for the shift.**
- 3. For fire personnel, if hair is longer than the bottom of the shirt collar, it must be worn in a manner that does not present an undue safety hazard.**
- 4. Fingernail length and decorations should be safe, functional, and customary for the work area. Staff who will have direct physical**

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patient contact should not wear any type of nail enhancement as recommended by the Centers for Disease Control, and directed by OHSU Health Care System Administrative Policy ADM 7.08.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 3004

SUBJECT: Personal Cellular Phone Use Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE:

To provide a standard for the use of personal pagers and/or cellular phones while on duty.

SCOPE:

The Jefferson City Fire and Rescue Service is committed to the efficient management of its human resources and strives to maintain a high level of professionalism at all times. To that end this policy establishes strict guidelines regarding the use of personal cellular phones and pagers while on duty.

AUTHORITY:

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-190, and Jefferson City Code, Section 9-3-5.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief of Support Services to review, update and revise this policy.

POLICY:

- Personal cellular phones and pagers shall not be carried on the person while on the apparatus and/or when responding to Emergency Calls.
- Violations of this policy will be subject to disciplinary action.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 4005

SUBJECT: Completing Incident Reports Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

Each incident to which the Jefferson City Fire Department responds must be documented. This policy outlines how these incidents should be documented by department personnel.

POLICY

The senior officer on the first unit that responds to an incident is responsible for completing an Incident Report for the incident. An Incident Report must be completed for each incident the department responds to. Reports must be completed by the end of the shift on which they occur. Incident reports must be submitted to and properly filed by the station commander.

A blank Incident Report has been attached to this policy.

Incident Report
Jefferson City Fire Department
1919 Third Avenue North
Jefferson City, AL 35353
(205) 555-5454

Date: _____ Station: _____ Run Number: _____

Alarm Time: _____

Response Time: _____

Arrival Time: _____

Controlled: _____

Last Unit Cleared: _____

Location: _____

Incident Type:

____ Fire _____ Vehicle _____ Assistance
____ EMS _____ Haz-Mat _____ Mutual Aid Given
____ Wreck _____ Investigation _____ Mutual Aid Received
____ Trash _____ False Alarm

Person/Entity Involved/Owner:

Resources

	Apparatus	Personnel
Suppression		
EMS		
Other		

Estimated Dollar Losses and Values

LOSSES

Property: _____ [] None

Contents: _____ [] None

PRE-INCIDENT VALUE

Property: _____ [] None

Contents: _____ [] None

Narrative Description of Incident:

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 4010

SUBJECT: Apparatus Emergency Response Speed Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

The most important job of the apparatus operator is to get the crew to the scene safely.

I. Speed

- a. A maximum speed of 10 m.p.h. above the posted speed limit may be used during safe road conditions (road is straight, wide, smooth, good visibility, and no traffic problems).
- b. The driver should always proceed at a safe speed regulated by weather, traffic, disrepair, or other negative problems encountered.
- c. The driver must have the apparatus under control at all times.
- d. When laying fire hose or arriving at the emergency scene the driver will slow to speeds of 1 m.p.h. or less and maneuver with due regard to all other activity which may be going on.

II. Intersections

- a. The driver must slow down and be prepared to make an immediate stop. He must account for every lane of traffic for any oncoming vehicles.
- b. A maximum speed of 15 m.p.h. or less should be used when approaching major intersections or negative right of way situations (red lights, stop signs, railroad tracks, etc.)
- c. Be aware that other emergency vehicles can be approaching the scene from different routes. Give the right of way unless you are sure the right of way has been given to you.
- d. Railroad Crossings – a driver should proceed through a railroad crossing only when he/she is sure the crossing is clear. This requires the driver to look both ways.

III. School Buses

- a. School buses that are in a signaled stop mode should never be passed until motioned to do so by the driver of the school bus. This includes emergency and non-emergency responses. If a driver is unable to detect if a school bus is in a signaled mode, the driver should approach the bus as if it were in a signaled stop mode.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 4012

SUBJECT: Apparatus Maintenance Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE:

To establish guidelines that outline how Jefferson City Fire and Rescue Service Department personnel maintain Fire Department Apparatus.

SCOPE:

Jefferson City Fire and Rescue Service Department personnel will monitor and maintain all Fire Department apparatus daily, reserve apparatus included.

AUTHORITY:

The authority vested in the Fire Chief by the Code of Alabama; Section 11-43-140 and General City Code of Jefferson City.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief of Operations to review and update this policy.

PROCEDURES:

- All findings during the apparatus daily inspection which is performed at 0800 will be recorded on the Apparatus Maintenance Form. Any problem areas will be reported to the Shop immediately. All items on the daily check list should be checked including the following.
- The fluid levels will be checked daily.
- The emergency lights and running lights will be checked daily.
- The apparatus will be washed at least twice a day at 0800 and 1600 or any time there is a need. If the apparatus is dirty, Clean It! (exceptions : drought and freezing conditions)
- A chamois must be used to wipe the apparatus dry (do not let apparatus drip dry).
- Apparatus windows will be washed and dried, inside and out daily.
- Parking brakes will be tested daily using the described method.
 1. Raise bay door.
 2. Crank apparatus.
 3. Place apparatus in drive.
 4. Bring apparatus to 300 RPM above Idle with the parking brake set. (If the apparatus creeps forward, contact the shop immediately.)

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- All apparatus and equipment will be thoroughly cleaned and checked once a week on Apparatus Day (undercarriage, loose bolts, driveline, etc.)
- All apparatus will be waxed at least quarterly.
- All small tools will be cleaned and painted each apparatus day, or as needed.
- The crew compartment on all apparatus will be kept neat and clean at all times.
- There will be no equipment carried in the crew compartment unless permanently attached to the apparatus.
- Anytime F500 or AFFF is used, the pump and lines must be flushed.
- Tire condition and pressure will be checked daily. The proper tire pressure is located on the inside of driver's door or in the vehicle owner's manual. The recommended maximum tire pressure for department apparatus is located on the side wall of the tires.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 4013

SUBJECT: Apparatus Security Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

Security of Jefferson City property has always been of the highest priority. This has become even more important with the increase of expensive equipment that is now carried on virtually all city emergency response vehicles. This, in addition to our responsibility to protect this equipment, makes it absolutely necessary that constant attentiveness to vehicles while on a non-emergency detail is maintained.

While ensuring that the vehicle's security is maintained when personnel are present, citizen inquiries can be addressed promptly. As a result, misperceptions by the general public may be avoided. The following procedure will ensure that the highest level of security and employee-to-citizen interaction is achieved.

POLICY:

When an emergency vehicle with a crew of two or more is on a non-emergency detail, one person from the crew will be assigned to remain with the unit. This policy does not apply to an emergency situation or detail where maximum utilization of all personnel is necessary or during in-service training. Details conducted at facilities that have secure parking or vehicles that have door/compartment locking capabilities may not necessitate a crewmember to be assigned to attend the unit. An Assistant Chief or greater rank must approve any deviation to this policy.

PROCEDURE:

The officer or senior member of the crew will make the assignment and ensure the following:

- Establish and maintain radio communication with the remaining crew member/s and the Communications Center. This will be accomplished through the use of the radio located in the cab area, or portable radios.
- Ensure that at least one Jefferson City member remains with the vehicle to maintain security and safety of the vehicle while the other members attend to the detail.
- Be prepared to answer any questions from the public about the nature of the detail. The attendant shall be prepared to provide information (public education materials) regarding his or her job, vehicle, or general questions the citizen may have. This is to be done in a professional and caring manner. Any questions he or she cannot answer shall be immediately referred to the supervisor.

In applying this procedure, attention must be given to quick access in the event of an emergency dispatch, parking restrictions, or areas presenting a potential for accidents. Plan the detail, accomplish the mission in a timely, safe, professional manner, and always use common sense.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 4017

SUBJECT: Emergency and Non-emergency Transports Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

The purpose of this policy is to provide guidance to employees in determining the appropriate means of transportation for patients.

POLICY

The policy of the Jefferson City Fire Department is to provide transport for all emergency patients and, when appropriate, non-emergency patients.

RESPONSIBILITY

It is the responsibility of the Assistant Chief to review and update this policy.

PROCEDURE

The following procedures should be used when determining whether to transport a patient.

- A. It shall be at the discretion of the Paramedic whether the transportation should be as an emergency vehicle or with traffic.
- B. "With traffic" is defined as transporting an emergency patient whose condition does not warrant the hazards associated with emergency response.
- C. The Jefferson City Fire Department will transport any emergency patient to the patient's choice of the following hospitals:
 - 1. Jefferson City General Hospital
 - 2. County Hospital
 - 3. James Memorial Medical Center
- D. Emergency patients will include any individuals who may possibly have a life or limb-threatening injury or illness, or who are in pain.
- E. Non-emergency patients will include any individuals in need of routine medical care.
- F. The Paramedic is authorized to determine whether individuals qualify as emergency or non-emergency patients.
- G. The Paramedic is authorized to determine whether transport is necessary for non-emergency patients. All patients determined to be Emergency patients must be transported.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 5001

SUBJECT: Responding to Complaints Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

There are occasions when our clients are less than satisfied with our services. When this happens the Department often will receive complaints. The Department considers all complaints as important feedback from the people we serve and each complaint will be investigated to determine the validity. The purpose of this policy is to give guidelines for handling complaints.

POLICY

I. Project a positive concern and interest

- a. Contact the complainant as quickly as possible to tell them that you have received the complaint.
- b. Assure the complainant that the Department is concerned about complaints from citizens.
- c. Inform the complainant that the complaint will be investigated and that if an action is valid the Department will correct any violations.
- d. Give the complainant an estimate of the time it will take to process the complaint and that if the nature of the complaint requires return contact the Department will contact them again.

II. Processing the Complaint: Complaints should be forwarded to the Assistant Fire Chief to be processed. The Assistant Fire Chief will forward the complaints to the Fire Captains who are determined to be best suited to respond to them.

- a. The Captain will determine which unit or units were involved in the incident.
- b. The Captain will coordinate the investigation into the incident.
- c. The Captain will request a written statement from members of the Department who are believed to be involved in the incident.
- d. The Captain shall review all of the memos.
- e. The Captain shall interview as many participants in the incident as necessary to determine what occurred at the incident. (This may include persons not members of the Department)

- f. The Captain shall prepare a memo for the Assistant Chief that includes all of the information relative to the investigation and makes a recommendation for disciplinary action if deemed necessary.

III. Resolution of the Complaint: The Assistant Chief will determine who will respond to the complaint. The Assistant Chief will either personally respond to a complaint or assign a Captain to respond to the complaint.

IV. Corrective Action or Disciplinary Action

- a. If Departmental Policy has been violated, corrective action or disciplinary action may be required.
- b. The Captain will make recommendations concerning disciplinary action, including but not limited to:
 - i. Corrective Actions
 - ii. Disciplinary Action at the Captain level
 - iii. A Determination Hearing before the Fire Chief

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 5002

SUBJECT: Sharing Information with the Public Policy

SIGNED: Sam Williams, Fire Chief

PUPROSE

During our interaction with members of the public, we are often confronted with questions about actions taken by the Jefferson City Fire Department and requests for information collected by the department. This policy is intended to outline how members of the Jefferson City Fire Department should share information with the public.

ANSWERING QUESTIONS ABOUT INCIDENTS

When answering questions from members of the public about incidents, you may only provide information that is provided in the incident reports. You should not share any information that is part of an ongoing investigation. You also should not share any information contained in a medical report.

Additional Guidelines

1. Deliver information that will help citizens cope with the incident
2. Answer questions as briefly as possible
3. Be clear and to the point and avoid technical terms
4. Emphasize the positive action taken by the department
5. Maintain professionalism

RELEASE OF REPORTS

It shall be the policy of the Jefferson City Fire Department not to release copies of the following reports, unless the Fire Chief has reviewed the report and approved their release.

- Fire Investigation Reports
- Medical Reports

It shall be the policy of the Jefferson City Fire Department to allow the release of copies of the following report to inquiring members of the public.

- Incident Reports

Accuracy of Reports

Before a report is released, it should be checked for accuracy, content, and appropriateness. If a problem is discovered in the report, the report should be forwarded for correction to the member of the department who made it out.

Release of PCR Information

Do not release Patient Care Report (PCR) information unless (1) the patient presents positive identification in person, (2) we receive a release of medical information form from the patient's attorney that has been properly signed, or (3) we receive an official subpoena from any court official. Any paperwork accompanying the information should be affixed to the original report.

Request from Police

A request for information by the Jefferson City Police should be complied with; however, you should advise them of the confidentiality requirement of medical reports.

Costs for Copies of Reports

It is our policy to charge for reports unless; the Fire Chief waives the charge. The charge shall be \$8.00 for up to two pages and \$1.50 for each additional page. Please write a receipt for money collected and turn the money in to the chief. Other governmental agencies shall not be charged for reports.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 5004

SUBJECT: Civilian Visitation to Fire Facilities (Non-Emergency) Policy

SIGNED: Sam Williams, Fire Chief

SCOPE AND PURPOSE:

The Jefferson City Fire and Rescue Service being a public service entity, depends heavily upon a good relationship with the citizens we serve. A good department/citizen relationship - one of mutual trust and respect - is a key ingredient in the total mix of emergency services.

The maintenance of positive public perception is the responsibility of each and every member of this department. Public judgment (positive or negative) regarding the department is formed by the actions of individual members whether in the performance of an emergency function or through informal interaction.

The visitation of civilians to fire facilities offers an opportunity to positively affect public relations for the department if correctly managed. Conversely, if civilians are mistreated or have a bad experience at fire facilities, the department image can be tarnished.

Recognizing the need to offer standardized guidance for department personnel to follow when civilians do enter fire department facilities, the following behavioral guidelines have been established as policy:

Policy:

- I. Receiving visitors: The following shall apply when receiving visitors into fire facilities:
 - A. The on-duty watchman shall courteously greet all visitors and ascertain the purpose of the visit.
 - B. The watchman shall notify the officer in charge that visitors are present in the station and relay any pertinent information to the officer. All crew members should be made aware that visitors are present.
 - C. All Department members shall conduct themselves in a courteous manner that denotes professionalism and reflects well upon the department.
 - D. So as to project a professional image, all members shall be in the appropriate uniform of the day in accordance with the Jefferson City Fire and Rescue Service uniform policy.
- II. Visitor restricted areas: The following areas shall be restricted to fire department personnel only:
 - A. All dormitories
 - B. Locker rooms/dressing areas
 - C. Shower facilities

- III. Visitor Time-of-Day Restrictions:
 - A. There shall be no non-emergency civilian visitation at fire facilities after 10:00 p.m. (2200 hours). Blood Pressure checks are considered emergency functions.
 - B. Civilians wishing to visit fire facilities after 10:00 p.m. should be courteously and tactfully told to return during normal operating hours.

- IV. Citizen Observer/Nursing Student Program: Any citizen/Nursing student wishing to enter department facilities and respond on emergency apparatus must meet the following criteria:
 - A. Must have written approval from the respective Deputy Chief of Operations
 - B. Must sign witnessed liability release form (provided at the station).
 - C. Must be properly attired and observe good hygiene practices (shorts, dresses, cutoffs and sandals are some of the items considered as inappropriate dress). The company officer shall be responsible for compliance of this standard.
 - D. Must follow all department safety regulations (supervised by the company officer).
 - E. Citizen observers/nursing students shall not be permitted to participate in the program between the hours of 10:00 p.m. and 8:00 a.m.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6001

SUBJECT: First Arriving Unit Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

The purpose of this policy is to outline Jefferson City Fire Department's plan for the First Arriving Unit at the scene of an emergency.

POLICY

It is the policy of the Jefferson City Fire Department that each responding unit follow a uniform protocol in response to fire and medical emergencies.

RESPONSIBILITY

It is the responsibility of the Assistant Chief to review and update this policy.

PROCEDURE

Emergency incidents encompass a wide variety of potential situations including fires, hazardous materials spills, highway accidents, medical emergencies, floods, or a combination of factors. Every incident presents unique characteristics, challenges and concerns. It is up to the first arriving Officer to ascertain the initial actions, resources and potential changing needs of a particular incident. This policy provides general guidelines for units responding to emergency situations.

Generally, when responding to a live, active fire, the second incoming unit will secure a water supply. However, various factors such as location of hydrants, anticipated arrival time, conditions of fire, potential search and rescue needs, etc. should be considered before bypassing any useful hydrants. Therefore, the Officer of the first arriving unit is authorized to use his/her discretion in determining whether to obtain a water supply or defer this action to the next arriving unit.

The first arriving officer will establish Command and begin a size-up. The first unit must consciously avoid committing itself to a dangerous situation. When approaching, slow down or stop to assess any visible activity taking place. Evaluate effects of wind, topography, and location of the situation. Route any other responding companies to best utilize their resources.

Command should consider establishing Level II Staging whenever possible for other responding units. Staged companies must be in an appropriate location taking into consideration safety, distance, and potential need. NFPA Reference Materials should be used to establish a safe distance for staging.

SIZE-UP:

Command must make a careful size-up before making a commitment. Avoid premature commitment of companies and personnel to potentially hazardous situations. The objective of the size-up is to identify the nature and severity of the immediate problem and to gather sufficient information to formulate a valid action plan.

It may be necessary to take immediate action to make a rescue or evacuate an area. This should be attempted only after a risk/benefit analysis is completed. Personnel must take advantage of available personal protective equipment in these situations. The safety of rescuers is paramount.

Refer to pre-fire plans and ask individuals at the scene for additional information (residents, employees/owners, etc.).

ACTION PLAN:

Based on the initial size-up and any information available, Command will formulate an Action Plan to deal with the situation. The action plan must provide for:

- Safety of all fire personnel.
- Evacuation of endangered area, if necessary.
- Stabilization of incident scene.
- The resources necessary to accomplish these goals.

It may be necessary to select one method over another due to the unavailability of a particular resource or to wait for needed equipment or supplies. Avoid committing personnel and equipment prematurely or "experimenting" with techniques and tactics.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6002

SUBJECT: Incident Command System

SIGNED: Sam Williams, Fire Chief

PURPOSE:

The Jefferson City Fire and Rescue Service has adopted the National Emergency Management System as its standard operational procedure to provide an effective and safe system for managing department resources during emergency or non-emergency incidents.

SCOPE:

The Jefferson City Fire and Rescue Service Department responds to a wide range of incidents. Therefore, it is essential for the department's personnel to possess the knowledge, skills, and capabilities to mitigate emergency or non-emergency situations by utilizing an Incident Management System. The National Incident Management System (NIMS) was developed by the U.S. Department of Homeland Security to provide a common system that fire protection agencies can utilize at local, state, and federal levels. The standard operational procedures set forth in this policy establishes procedures for the implementation of all components of the Incident Management System and adhere to the requirements and guidelines established by NIMS, SARA, OSHA, EPA, and NFPA 1500 regarding Incident Management procedures.

AUTHORITY:

The authority vested in the Fire Chief by Code of Alabama, Section 11-43-140 and the General City Code of Jefferson City, (1980) Section 9-3-8.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief to review and update this policy.

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SOP 1 Incident Command Procedures

The following SOP is designed to:

- 1.1 Fix the responsibility for command on a specific individual through a standard identification system, depending on the arrival sequence of members, companies, and chief officers.
- 1.2 Ensure that a strong, direct, and visible command will be established from the onset of the incident.
- 1.3 Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and to other individuals operating within the Incident Management System.
- 1.4 Provide a system to process information to support incident management, planning, and decision-making.
- 1.5 Provide a system for the orderly transfer of command to subsequent arriving officers.

SOP 2 Responsibilities of Command

The Incident Management System is used to facilitate the completion of tactical priorities. The Incident Commander is the person who drives the Incident Management System toward that result. The Incident Commander is responsible for building a command structure that matches the organizational needs of the incident to achieve the tactical priorities.

The Incident Commander is responsible for the completion of the following tactical priorities:

- 2.1 Life Safety—(Provide for the safety, accountability, and welfare of personnel and civilians.)
The responsibility is ongoing throughout the incident.
- 2.2 Incident Stabilization
- 2.3 Property Conservation

SOP 3 Functions of Command

The Incident Commander shall:

- 3.1 Assume command and establish an effective operating position (Command Post) when appropriate.
- 3.2 Rapidly evaluate the situation (size up).
- 3.3 Initiate, maintain, and control the communication process.
- 3.4 Identify the overall strategy and select tactics, develop an incident action plan, and assign companies and personnel consistent with the plan and SOP's.
- 3.5 Develop an effective Incident Management Organization.
- 3.6 Review, evaluate, and revise (as needed) the incident action plan.
- 3.7 Provide for the continuity, transfer, and termination of command.

The first five functions must be addressed immediately on the establishment of command.

SOP 4 Establishing Command

- 4.1 The ranking fire department member of the first unit to arrive on the scene shall establish or pass command of the incident (See SOP 5 Passing Command).
 - A. The ranking member of the first arriving unit may pass command to the next arriving ranking member, dependent upon the essential function of the first arriving officer.
- 4.2 The initial Incident Commander shall remain in command until command is transferred to an equivalent rank or higher, or the incident is terminated.
- 4.3 The Incident Commander must staff the parts of the Incident Management System that are needed to effectively manage the incident resources.
- 4.4 When only a single unit has responded to an incident, the ranking member is only required to acknowledge the arrival of the unit.

Example: Engine 1 is on the scene of a vehicle fire at 67th Street and 1st Avenue North.

- 4.5 On incidents where multiple units are dispatched, the ranking member of the first unit to arrive MUST establish command and begin to develop an Incident Command structure by giving an initial radio report, as follows:
 - A. Unit designation
 - B. Site of arrival
 - C. A brief description of the incident situation
 - 1. Building Description
 - 2. Description of the incident conditions.
 - D. Actions your crew is performing (rescue-suppression-attack-ventilation-ladder, etc.)
 - E. Declaration of basic strategy (offensive or defensive)
 - F. Any obvious safety concerns
 - G. Establish/Pass/Transfer, identification and location of command
 - H. Request of additional resources or release of resources (additional alarms, dropping certain units from dispatch, i.e., second rescue, etc.)
 - I. Assignment of other responding resources as required (staff specialty units—arson, air, inspection, safety)

This brief initial report allows other arriving units to be better prepared to take action on arrival. It also allows other unit commanders to pre-think the usual tactics that may be required of their units for this specific situation.

The radio designation "command" will be used in conjunction with the geographical location of the incident, e.g., 87th Street Command etc. This designation will not change through the incident.

Example:

Engine 14 is on the scene, 1616 Gary Avenue North, south side of Franklin Field stadium. 25% fire involvement on the second level, through north side. We have a working fire. This is an offensive operation. Engine 15 establishing Franklin Field Command. Command to Engine 12, lay a 5" supply line to Engine 15 and report with your crew to the command post.

SOP 5 Passing Command

In certain situations, it may be advantageous for the first arriving company officer to "Pass Command" to the next arriving officer of another unit. This is often the case when the first company is in the fast attack mode or tactics require a full crew, such as, a high rise incident.

- 5.1 The first arriving officer, after giving a brief initial report and another unit is now on the scene, simply identifies the other company and passes command to that unit.

Example:

Engine 3 is on the scene of a two-story frame dwelling, fire on the first floor. This is a working fire. People trapped on the second floor at a window. Engine 3 is performing a rescue by ladder. This is an offensive fire, passing command to Engine 7.

- 5.2 If another unit is not on the scene, the first arriving company officer must establish and retain command until command can be assumed by another arriving unit. The first arriving unit will be operating as a mobile command if the officer of the first arriving unit is needed for a fast attack.

Note: Should a situation occur where a later arriving Chief Officer cannot locate or communicate with Command after several radio attempts, that officer will assume command and immediately take the appropriate action.

- 5.3 Command can only be passed one time at any given incident. Allowing command to be passed more than one time would create the possibility of free lance operating or loss of accountability by the incident commander. Transfer of command, which will be covered in the next section, may be done numerous times during an incident.
- 5.4 Passing Command should not be done unless justified.
- 5.5 When the company officer is unable to pass command due to the second unit not being on the scene, the officer will maintain command by portable radio until one of the following occurs:
 - A. The situation is stabilized.
 - B. The situation does not stabilize and the company has to withdraw and establish a command post and defensive attack until other units arrive.
 - C. Command is assumed by a higher-ranking officer.
 - D. Command is passed to another company officer.

5.6 Command Mode

This mode of incident management is chosen when there is a complex situation due to a large fire, haz-mat incident, multiple and/or mass casualty incident. The fast attack mode would be inappropriate and should not be chosen. A focus on the big picture will be of the greatest benefit toward bringing the incident to a successful end.

- 5.7 When the command mode is chosen, the company officer has the following options:
 - A. Place a firefighter in charge of the remaining part of his crew, while remaining in radio contact with the crew at all times until the company officer is able to rejoin his crew. Keep in mind the remaining part of his crew must be two or more members.

If a second radio does not exist, the crew must remain in direct eyesight of the company officer.

- B. Assign the crew members to staff functions at the command post.
- C. If another unit is on the scene, the remaining part of the incident commander's crew can be assigned to assist that unit.

Note: If there is a major rescue situation, with multiple victims, it may be more beneficial for the company officer to establish a command post and assign additional units to specific acts.

5.8 Certain incidents, because of their size, complexity, or potential for rapid expansion requires immediate, strong, direct, and overall command. In such cases the company officer will:

- A. Initiate and use a tactical worksheet
- B. Begin to develop an incident action plan (strategy and tactics)
- C. Call for additional resources and assign resources in a coordinated attack

SOP 6 Transfer of Command

Command is transferred to improve the quality of the command organization. The following transfer of command procedure shall be used:

- 6.1 The first arriving company officer will establish command, provided command is not "passed."
- 6.2 The first arriving chief officer shall assume command of any incident that has not been put "under control."
- 6.3 The Assistant Chief may assume command of any incident that has not been put "under control."
- 6.4 The Chief of Department may choose, upon arrival, to assume command, or assume an advisor role.

Transfer of Command Procedure

- 6.5 The officer assuming command will communicate with the person being relieved. Face-to-face communications are preferred. However, communications may be accomplished by radio if a face-to-face meeting is not possible.
- 6.6 The person being relieved will brief the officer assuming command in the following areas:
 - A. Incident conditions (fire location, type of spill or release, number of patients, etc.)
 - B. The incident action plan
 - C. What progress has been made toward completion of the tactical objectives
 - D. Safety considerations
 - E. Deployment and assignment of operating companies and personnel
 - F. Need for additional resources
- 6.7 The tactical worksheet shall be reviewed.
- 6.8 The assumption of command by the ranking officer will be announced on the radio.
- 6.9 The person being relieved will be used to best advantage by the new Incident Commander.

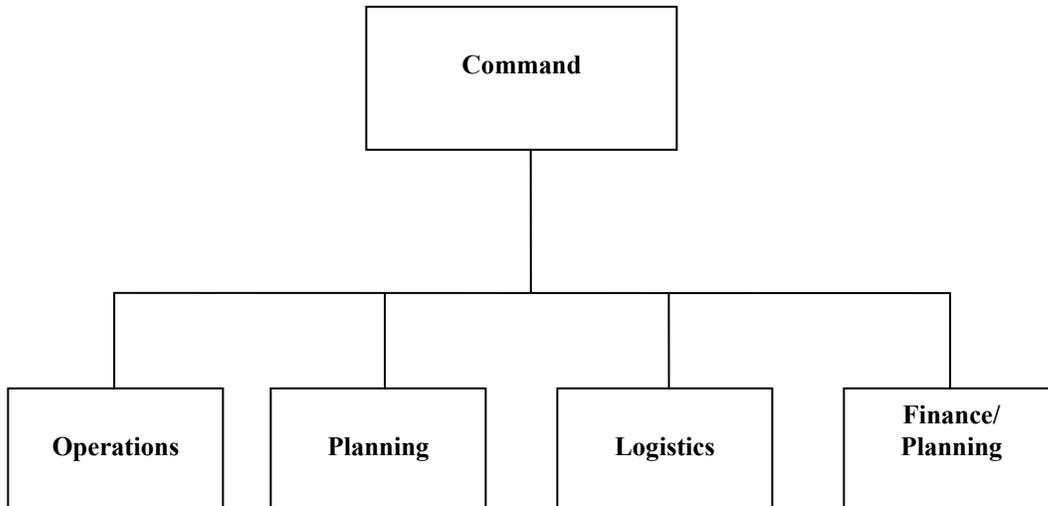
General Considerations

- 6.10 Use additional officers as needed to strengthen the command organization.
- 6.11 Incident scene communications from tactical level officers should be limited to the following:
 - A. Reports that the assignment given has been completed.
 - B. Requests for additional resources or for the release of unneeded resources.
 - C. Reports that the assignment cannot be completed and why.

- D. Any special information, safety matters, collapse, hazardous materials found, etc.
- 6.12 A higher ranking officer who wants to make a change in the management of an incident must first be on the scene, and then use the transfer of command procedure.
- 6.13 Any member can effect a change in the incident's mode of operations when critical safety risk situations exist, by notifying the incident commander of the impending danger. (See emergency communications 11.8.)

SOP 7 Command Structure

- 7.1 The Incident Commander is required to develop an organizational structure to manage the incident. The size and complexity of the organizational structure will be determined by the scope of the emergency.
- 7.2 The Incident Management System is the basic system used on any size or type of incident.
- 7.3 The IMS is a tool. Staff only those functions necessary for the management of the incident. You are not at the scene to create a "great" organization. You are there to bring an out-of-control situation back to normal.
- 7.4 Do not over manage or under manage your resources.
- 7.5 The IMS is designed to allow for the adequate and effective supervision of resources and to prevent any one manager from becoming "overwhelmed" by too many subordinate personnel.
- 7.6 Span of control is the number of individuals a supervisor is responsible for. Usually expressed as the ratio of supervisors to individuals. Under NIMS, an appropriate span of control is one supervisor for every 3 to 7 individuals.



Incident Command System: Basic Functional Structure

SOP 8 Command Organization

The command organization must develop at a pace that stays ahead of the tactical deployment of personnel and resources. In order for the Incident Commander to manage the incident, the ability to direct, control, and track the position and function of all operating companies must be in place.

- 8.1 The basic configuration of command includes three levels:
 - A. Strategic level: Overall direction of the incident.
 - B. Tactical level: Assigns operational objectives (tactics or tasks).
 - C. Task level: Specific tasks assigned to companies, teams, or individuals.
- 8.2 The Strategic Level involves the overall command of the incident. This involves setting broad goals, or strategy, and having a view of the "big picture." Strategy is the "what to do" to resolve the incident problems. Strategies are determined through the size-up of the situation that identifies the incident problems.
- 8.3 The selection of the appropriate tactics to accomplish the strategy is fundamental. Tactics are "how" to accomplish the strategy.
- 8.4 The Incident Commander must develop an Action Plan for the incident. The strategies and tactics are the basis for all Action Plans. The Action Plan should also cover all support activities needed during the operational period. The Action Plan defines not only the "what" and "how," but also the "who, where, and when." The Action Plan is the basis for developing the command organization, assigning all resources, and providing adequate support for the operating companies.
- 8.5 The strategic Level responsibilities include:
 - A. Offensive or Defensive operation.
 - B. Determining the appropriate strategy.
 - C. Establish all incident objectives.
 - D. Setting priorities.
 - E. Develop an incident action plan.
 - F. Predicting outcomes and planning.
 - G. Assigning specific objectives to tactical level units.
- 8.6 The Tactical Level:
 - A. Direct operational activities toward specific objectives.
 - B. Includes Branch and Sector Officers.
 - C. Is responsible for specific geographic or functional areas.
 - D. Has authority to make assignments and decisions within the boundaries of the operational plan and the specific area of responsibilities.

- E. Has the responsibility for safety in the specific area of responsibility.

8.7 The Task Level

The Task Level refers to those activities normally accomplished by individual companies or specific personnel. The Task Level is where the work is actually done. The Task Level activities are routinely supervised by company Officers. The accumulated achievements of task level activities should accomplish the tactics.

8.7.1 The most basic command structure combines all three levels.

Example:

The company officer on a single engine responds to a dumpster fire, determines the strategy and tactics, and supervises the crew doing the tasks. The company officer determines the strategy, selects the tactics, and supervises the tasks.

8.7.2 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.

Example:

Three engine companies respond to a structure fire. The first-in officer establishes command and determines the strategy and tactics. Command assigns the first-in crew to report to the second-in company officer and assigns that officer to fire attack with primary search. The third due company is assigned to ventilation. Command is performing the strategic and tactical levels and the other company officers are supervising the tasks. The chief arrives and command is transferred.

SOP 9 Sectors

- 9.1 A sector is an organizational level having responsibility for operations within a defined geographic area or having a specified functional assignment at an incident.
- 9.2 When establishing a sector, the Incident Commander will indicate:
 - A. The tactical objective(s) to be accomplished.
 - B. The sector radio designation.
 - C. The identity of the resources assigned to the sector.

Sector

- 9.3 The Incident Commander shall make sector assignments based on the following:
 - A. When the incident will involve a number of companies or crews.
 - B. Command should always start multiple company operations at the sector level.
 - C. The first company officer assigned to perform a tactic in a geographic area is assigned a sector, such as, roof sector.
 - D. The first company officer assigned to perform a tactical function will also be designated as a sector, such as, medical sector.
- 9.4 The sector is an organizational level between the branch and the Single Resource, Task Force, and Strike Team.
- 9.5 The department's system for geographically dividing an incident scene is used with the sector position.
- 9.6 Officers with functional responsibilities must report to the sector officers in whose geographic area they intend to operate before starting those operations.

Sector Officers Requirements

- 9.7 Sector officers must be in a position to directly supervise and monitor operations.
- 9.8 Sector officers are responsible for and in control of all functions within their assignment.

Each Sector officer will:

- A. Complete objectives assigned.
- B. Account for all assigned personnel.
- C. Ensure that operations are conducted safely.
- D. Monitor work progress.
- E. Redirect activities within their assignment as necessary.
- F. Immediately advise their superior of significant changes involving the inability to complete the objective, hazardous conditions, accidents, structural collapse, etc.

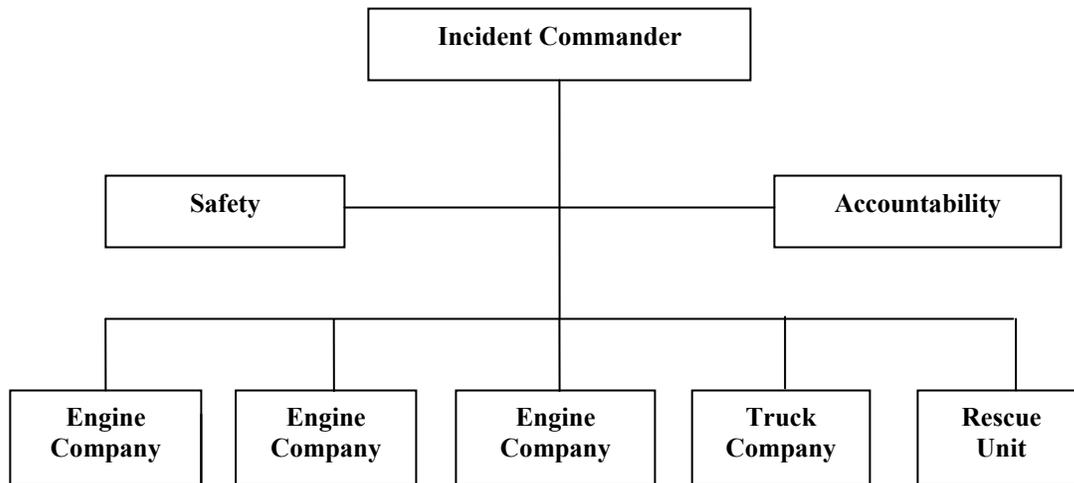
- G. Coordinate actions with other related activities and adjacent supervisors.
- H. Monitor the welfare of assigned personnel.
- I. Request additional resources and release unneeded resources as required.
- J. Provide their superior with essential and frequent progress reports.
- K. Reallocate resources within the sector as required.
- L. Use the regular transfer of command procedures when the sector officer is relieved.

General Operational Considerations

- 9.9 Appropriate span-of-control to a more manageable number. Sector delegation allows the Incident Commander to communicate with these organizational levels rather than with multiple company officers.
- 9.10 Sectoring reduces the span-of-control to a more manageable number. Sector delegation allows the Incident Commander to communicate with these organizational levels rather than with multiple company officers.
- 9.11 The sector officer is responsible for the details and execution of their part of the Action Plan. They are responsible for the deployment of the resources at their disposal to accomplish the tactical objectives assigned. They are responsible for communicating their needs and progress to their immediate supervisor in the IMS.
- 9.12 When properly instituted, sectoring will reduce the overall incident radio traffic. More face-to-face communications will be established between sector officers and their resources.
- 9.13 To promote safety, the sector officers must remain effective personal or radio communications with all their assigned personnel. They must also constantly monitor all hazardous situations and risks to personnel and take appropriate action to ensure that subordinates are operating in a safe and effective manner.
- 9.14 Communications between elements within a sector should be accomplished face-to-face wherever possible (sector commander to crew members).
- 9.15 When any new resource is assigned to a sector, that resource leader will be told to which sector they are being assigned along with the OIC's name. The sector officer will be notified of the identity of the new resource by the person making the assignment.
- 9.16 Sector officers will ensure an orderly and thorough reassignment of companies to the Rehab. Companies must report to Rehab intact to facilitate accountability.
- 9.17 Refer to the Jefferson City Fire and Rescue Service Department Accountability Policy.

SOP 10 Expanding the Organization

- 10.1 The transition from the initial response to a major incident organization will be evolutionary and positions will be filled as the corresponding tasks require.
- 10.2 The Operations, Planning, and Logistics Section Chiefs and the Unit Leader positions in Planning and Logistics will be staffed only when the corresponding functions are required for effective incident management.
- 10.3 The Incident Commander should be cognizant of the probable expansion of the organization based on the complexities and the number of resources required for control.
- 10.4 The first command officer to arrive at an incident that has started as a complex incident and one that will obviously grow to a resource intensive situation must start thinking about expanding the organization at a high level. The staffing of the section chief functions will greatly improve the ability of command to effectively manage the operation by allowing for the delegation of the responsibilities of an entire section (planning, logistics, finance/administrative) to others. One example of an expanding organizational structure is shown in the following diagram.



Organizational Chart: Single Alarm Assignment

SOP 11 Communications

Once command is established, all communications will be directed through the appropriate line(s) of authority.

- 11.1 Individuals, units, sector officers, and branch officers will only communicate with the Alarm Office when reporting on the scene and/or making emergency radio transmissions. All other communications with the Alarm Office will be made by personnel functioning at or above the session level. When a section chief must make a request of additional resources through the Alarm Office, prior approval of the Incident Commander will be obtained.
- 11.2 Section Chiefs will most often communicate face-to-face with the Incident Commander and other section chiefs in the command post.
- 11.3 Section Chiefs will most often communicate with only those branches that fall under their particular section.
- 11.4 Section Chiefs will almost never communicate with personnel functioning below the branch level except in emergency situations.
- 11.5 Branch chiefs will most often communicate only with those sectors which function under that branch, the section chief responsible for the particular branch, and other branch chiefs.
- 11.6 Sector officers will most often communicate with only the units assigned to that particular sector, other sector officers within that branch, and the branch chief responsible for those sectors.
- 11.7 Unit OIC will most often communicate face-to-face with the sector officer they have been assigned to and the personnel that are assigned to them.
- 11.8 Emergency Communications

Mayday, Mayday, Mayday is the radio term that will be used by the Jefferson City Fire and Rescue Service Department personnel to alert the Incident Commander and other persons on the emergency scene that personnel are in an imminent life-threatening situation.

This will receive the highest communications priority and all non-emergency and non-essential conversations on the radio channel should be eliminated or delayed. Incident commander should request alternative channel for emergency communications.

When a member(s) become trapped, disoriented, lost, injured, needs assistance, or sees an extremely hazardous situation, a radio message shall be transmitted by the member(s) to the Incident Commander.

The radio message shall begin with the activation of the emergency button then stating; "mayday, mayday, mayday," and shall include the following information:

- L-Location
- U-Unit
- N-Name
- A-Assignment
- R-Resources or Response

The firefighter will activate their radio emergency button and then state: Mayday, Mayday, Mayday. This is Firefighter Smith with Engine 1. We have large cracks appearing in the brick wall on the north side of the building. Wall is unstable and may fall, evacuate the building immediately."

When the Incident Commander receives a Mayday, he/she shall immediately acknowledge it and repeat the LUNAR information.

Fire Alarm shall immediately transmit the emergency alert tone on the fireground radio channel for five seconds to announce all units on the fireground to standby for an emergency message.

The Incident Commander shall then transmit instructions to appropriate personnel.

All units shall be directed to maintain radio silence on the fireground radio channel unless the radio traffic is related to the hazardous situation or trapped, missing firefighter unless another emergency condition develops.

If conditions require the use of conventional radio system and portables without the emergency button all emergency actions shall be the same with the exception of the emergency button activation.

In the event a critical safety risk situation requires a total emergency evacuation of all personnel from a structure, the following actions will be initiated along with the emergency communications network:

1. All units will place their electronic sirens on "YELP" for three minutes.
2. After three minutes, a Personnel Accountability Report (PAR) will be taken.

After PAR is taken, should there be any personnel unaccounted for, repeat steps 1 and 2.

Note: The use of "Emergency Communication" should be initiated only when the hazard appears to be imminent.

SOP 12 Staging

- 12.1 Staging procedures provide a standard system of placement of responding apparatus, personnel, and equipment prior to assignment to tactical operations.

Staging procedures allow the Incident Commander to formulate and implement a plan without undue confusion and pressure caused by arriving, uncommitted apparatus, personnel, and equipment.

- 12.2 A staging area is an area where uncommitted resources are temporarily placed and are available for immediate assignment into the operation.
- 12.3 A staging officer reports to the resource branch chief when the resource branch is staffed. If the resource branch is not staffed, staging reports directly to the OPS Section Chief.
- 12.4 On initial dispatches (1st Alarms), after the first suppression unit has reported on the scene and established command, remaining responding units that have not been given assignments by command will go to Level 1 staging.

Level 1 Staging Procedures

- 12.5 The first suppression unit, rescue unit, and Assistant Chief will go directly to the scene.
- 12.6 All other first alarm units will stop in their direction of travel, uncommitted, approximately one block from the scene and report their unit number and compass location. Also suppression units should standby the nearest hydrant in their direction of travel.

This report tells command that the unit is ready for assignment and from which direction they will be approaching the scene.

Units should expect to receive an immediate acknowledgment from Fire Alarm. The time of arrival at level 1 staging will be recorded as the unit's arrival on the scene time.

Units not receiving an acknowledgment from fire alarm within 45 seconds of units on scene arrival transmission should call command and confirm arrival and standby position.

Level 2 Staging Procedures

- 12.7 Command will initiate level 2 staging procedures when a second alarm or greater assignment is requested or at any large, complex incidents requiring an on-scene reserve.
- 12.8 When initiating level 2 staging, a formal staging location must be identified by command or his/her designee.
- 12.9 Fire alarm will dispatch additional alarms or mutual assistance calls to the formal staging area.
- 12.10 Certain units may be given assignments while en route.
- 12.11 Units not receiving assignments must report to the level 2 staging area.

Staging Area

- 12.12 Command will assign an officer or member of one of the units responding to staging to be the Staging Officer.

- 12.13 If command does not designate a Staging Officer, the first unit OIC arriving at the staging area will assume staging responsibilities and notify command.
- 12.14 Company officers should report in person to the staging area upon arrival at the staging location.
- 12.15 It is the responsibility of all unit OIC's in level 2 staging to keep their crews intact and have them ready to depart staging within three minutes of assignment.
- 12.16 The staging area will only honor resource request approved by the IC/Operations Section Chief or the Resource Branch Officer.
- 12.17 Request to the staging area would include the type of equipment required, number of personnel needed, where to report, who to report to, and the nature of the task, if known.

The Staging Area Officer

- 12.18 Assume a position that is visible and accessible to incoming and staged units.
- 12.19 Ensure that all apparatuses are parked in the appropriate location.
- 12.20 Maintain a log of all resources available in staging.
- 12.21 Coordinate with the police department access requirements for the staging area.
- 12.22 Review with the OPS Section/Resource Branch what resources must be maintained the staging area.

SOP 13 Operations Section Chief

- 13.1 The Operations Section Chief (OPS) is responsible for the direct management of all incident tactical activities, the tactical priorities, and the safety and welfare of the personnel working in the Operations Section.
- 13.2 The Operations Section Chief is most often staffed when the Incident Commander, due to incident complexities, needs to be relieved of the responsibility of being the incident tactician and step back and focus on the "big picture."
- 13.3 The Operations Section Chief must also be staffed when the Incident Commander's span-of-control becomes too large due to the staffing of sectors, other sections, or units.
- 13.4 Responsibilities of the Operations Section Chief:
 - A. Manage incident tactical activities.
 - B. Coordinate activities with the incident commander.
 - C. Implement the incident action plan.
 - D. Assign resources to tactical level areas based on tactical objectives and priorities.
 - E. Build an effective organizational structure through the use of branches and sectors.
 - F. Control staging and air operations.
 - G. Provide for life safety.
 - H. Determine needs and request additional resources.
 - I. Consult with and inform other sections and the Incident Command Staff as needed.
- 13.5 When the Operations Section is staffed, the Incident Commander is at the strategic level, OPS is at the tactical level, and the sectors and companies are at the task level.
- 13.6 When the Operations Section is staffed, command must notify all sectors and branches or single resources that are reporting directly to command, that the OPS section has been staffed, and they are now reporting to Operations.

Acknowledgement from these functions is required.

SOP 14 Branch Directors-Operations Sections

- 14.1 As the span-of-control begins to become excessive, or the incident becomes increasingly complex, the organization can be further subdivided into branches.
- 14.2 In general, branches may be staffed for the following reasons:
 - A. Span-of-control problems for command, or for OPS when staffed.
 - B. For specific functional or geographic area supervision and control.
 - C. When the incident involves multi-agency, or multi-jurisdictional response.

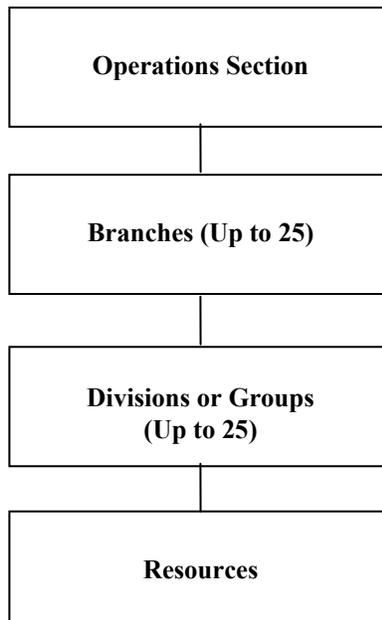
Examples:

When command, or OPS when staffed, has too many sector officers in their span-of-control.

The incident may require various specialist activities such as suppression, EMS, and HazMat. Command may decide to segregate these operations under technical experts by creating a Suppression Branch, multi-casualty (or EMS) branch, and HazMat branch.

When the incident requires the services and resources of different agencies or jurisdictions, command may decide to establish a fire branch, a police branch, and public works branch. This provides those other agencies with direct supervision by their own managers. Most often, the OPS Section Chief will have one or more chiefs representing each of the agencies involved. This provides a high level of coordination and authority.

- 14.3 Branch directors may be located at the command post and work face-to-face with command and OPS chief(s).
- 14.4 On incidents that encompass a large geographic area, it may be more effective to have the Branch Directors in their tactical locations.
- 14.5 When a branch is staffed, command or OPS as appropriate must notify all sectors and single resources assigned to the branch that the branch has been initiated and that those functions are now reporting to that branch. Acknowledgment from these functions is required.
- 14.6 When the incident calls for a functional branch structure due to multi-agency response, such as fire, police, and health services, command, or OPS as appropriate, should establish a branch for each of the agencies.
- 14.7 When an incident is multi-agency or multi-jurisdictional, resources are best managed under the managers of those agencies who have normal control over those resources.
- 14.8 Branches should always be used at incidents involving two or more distinctly different major management components, e.g., fire with a major evacuation; a large fire with a multi-casualty component; etc.
- 14.9 The ICS is applicable across a spectrum of incidents differing in size, scope, and complexity. The types of agencies that could be included in the Operation Section include fire, law enforcement, public health, public works, emergency medical facilities, etc. The organizational method selected will depend on the type of incident, agencies involved, and objectives and strategies of the incident management effort. The ICS offers extensive flexibility in determining the appropriate approach. The figure below shows the primary organizational structure within the Operations Section.



SOP 15 Air Operations Branch

- 15.1 When an incident requires the use of aircraft, e.g., transportation of victims; high-rise roof operations; swift water rescues; or wild land fire, command, or OPS as appropriate, should establish the Air Operations Branch.

- 15.2 The tow subunits under Air Operations that may be required are Air Attack (the aircraft), and Air Support (the ground support for the aircraft).

SOP 16 Divisions and Groups – Operations Section

- 16.1 Divisions and Groups are established when the number of resources exceed that Operations Section Chief's manageable span of control.
- 16.2 Divisions demarcate physical or geographical areas of operations within the incident area.
- 16.3 Groups demarcate functional areas of operation for the incident.
- 16.4 The use of two terms is necessary, because division always refers to a geographical assignment and groups always refer to a functional assignment.
- 16.5 Both divisions and groups may be used in a single incident if there is justification for their use and if proper coordination can be effected.

SOP 17 Resource Branch Chief

The Resource Branch Chief is responsible for procuring personnel, equipment and supplies while coordinating their movement through the sectors within the operations section.

- 17.1 The resource branch chief will most often be staffed by a captain or the Assistant Chief.
- 17.2 The resource branch chief when staffed will report to the IC/OPS section chief.
- 17.3 The resource branch chief will assume a position in the command post that will allow face-to-face communication with the primary OPS branch and/or the IC/OPS section chief.
- 17.4 The resource branch chief will attend planning meetings when appropriate.
- 17.5 The resource branch chief will manage the flow of resources from the Staging and Manpower Sectors.
- 17.6 All requests from sectors for operational resources will be directed to the resource branch chief when staffed.
- 17.7 Requests from sector officers for off scene resources will be relayed to the Logistics Section if activated, or the IC/OPS section chief, through the resource branch chief.
- 17.8 The resource branch chief will maintain a record of all on scene resources and forward this list to the Planning Section upon request.

SOP 18 Resource Organization – Operations Section

- 18.1 Initially, in any incident, individual resources that are assigned will report directly to the IC. As the incident grows in size and complexity, individual resources may be organized and employed in a number of ways to facilitate incident management.
- 18.2 Resources may be employed on an individual basis. This is typically the case in the context of the initial response to the incident. During sustained operation, situations will typically arise that call for the use of a single helicopter, vehicle, specialized equipment, etc.
- 18.3 Task Forces are any combination of resources put together to accomplish a specific mission. Combining resources into Task Forces allows several key resource elements to be managed under a single individual supervision, thus aiding in span of control.
- 18.4 Strike Teams consists of a set number of resources of the same kind and type operating under a designated leader with common communications between them.
- 18.5 Both divisions and groups may be used in a single incident if there is justification for their use and if proper coordination can be effected.

SOP 19 Planning Section

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 incident. Information is needed for both long term and short term planning. The Planning Section chief's goal is to evaluate current events and to identify the need for resources before they are needed.

19.1 The Planning Section is responsible to:

- A. Evaluate current strategy and plan with the IC/OPS Section Chief.
- B. **Maintain resource status and personnel accountability.**
- C. Refine and recommend any needed changes to the Action Plan.
- D. Evaluate incident organization and span-of-control.
- E. Forecast (predict) possible outcomes.
- F. Evaluate future resource requirements.
- G. Use technical assistance as needed.
- H. Evaluate tactical priorities, specific critical factors, and safety.
- I. Gather, update, improve and manage situation status in a systematic way.
- J. Coordinate with any needed outside agencies for planning needs.
- K. Plan for incident demobilization.
- L. Maintain incident records.

SOP 20 Logistics Section

The Logistics Section is the support mechanism for the organization. Logistics provides service and support systems to all organizational components involved in the incident. They may include: facilities, transportation, equipment maintenance, fueling, feeding, communications, responder medical services, and responder Rehab.

20.1 Logistics is responsible to:

- A. Provide for medical aid for incident personnel and manage the Rehabilitation Sector.
- B. Coordinate immediate critical incident stress debriefing function.
- C. Provide and manage any needed supplies or equipment.
- D. Forecast and obtain future resource needs (coordinate with the Planning Section).
- E. **Provide the communications plan and any needed communications equipment.**
- F. Provide fuel and needed repairs to equipment.
- G. Obtain specialized equipment or expertise per command.
- H. Provide food and associated supplies.
- I. Secure any needed fixed or portable facilities.
- J. Provide any other logistical needs as requested by command.
- K. Supervise assigned personnel.

SOP 21 Finance/Administrative Section

The Finance/Administrative Section is established on incidents when the agency or agencies who are involved have a specific need for finance services. Not all agencies will require the establishment of a separate Finance/Administrative Section. In some cases where only one specific function is required, e.g., cost analysis, that position could be established as a Technical Specialist in the Planning Section.

In addition to finance, other seldom needed but important administrative functions such as a legal unit could be established under this section.

20.1 The Finance/Administrative Section is responsible to:

- A. Procurement of services and/or supplies from sources within and outside the fire department or community as requested by command (coordinates with Logistics).
- B. Documenting all financial costs of the incident.
- C. Documenting for possible cost recovery for services or supplies.
- D. Analyzing and managing legal risk for incidents.
- E. Document for compensation and claims for injuries.

SOP 22 Command Staff

22.1 **Safety Officer.**

- 22.2 Command will staff the Safety Officer function when Command's allotment of time and focus on safety concerns is insufficient for the incident situation.

Examples:

Working fire or other working incidents where other responsibilities require too much of command's time.

Incidents where command cannot personally see incident operations or structure deterioration.

Highly hazardous incidents such as HazMat, natural disasters, or mass casualty.

- 22.3 Structural fire safety officers must know and understand fire behavior, building construction, department safety regulations and be experienced in incident operations.

22.4 **Liaison Officer.**

- 22.5 Command will staff the liaison officer function when command's ability to personally meet with representatives from outside agencies will interfere with incident management.

- 22.6 The liaison officer will establish a liaison area where all members from outside agencies will be directed to report. This excludes representatives that will be part of the Unified Command Post.

22.7 **Information Officer.**

- 22.8 Command will staff the information officer function when command's ability to personally meet with media representatives would interfere with incident management.

- 22.9 The information officer will establish an information area where all members from the media will be directed to report.

- 22.10 The information officer will brief the press after consulting with command on the information to be released.

- 22.11 The information officer will provide the press with opportunities for pictures of the incident and keep them abreast of conditions.

- 22.12 The information officer will provide other governmental agencies with information about incident conditions on an as needed basis.

SOP 23 Staff Officers

- 23.1 Staff officers will respond to major alarms and assist with various incident functions.
- 23.2 Only Assistant Chiefs and Assistant Chief of Operations will announce their arrival on the incident frequency.
- 23.3 Staff personnel with pre-designated incident responsibilities will respond to the incident and automatically assume those responsibilities unless ordered otherwise.
- 23.4 Staff personnel at or above the rank of lieutenant and unassigned will report in person to the command post unless ordered otherwise.
- 23.5 Staff members, unless ordered otherwise, will report to the staging area sector and await assignment from command.
- 23.6 All staff members responding on greater alarm assignments will park their vehicles in the location designated by the staging area sector.
- 23.7 Ranking staff officers will not automatically assume command of an incident based on superior rank.
- 23.8 Any fire officer may exercise the prerogatives of that rank and take command of an incident, thereby assuming all the responsibility of command.
- 23.9 "Command" may request the transfer of command to a ranking staff officer who is not assigned to operations.

SOP 24 Unified Command

- 24.1 When more than one agency in a single jurisdiction or more than one jurisdiction has a legal responsibility for the mitigation of the incident, unified command will be established.
- 24.2 All agencies with legal responsibility for the incident outcome will influence the strategy and tactics that are determined and selected.
- 24.3 The operations section chief has the responsibility to implement the action plan.
- 24.4 The operations section chief should be chosen from one of the agencies represented in the unified command post.

Possible selection criteria:

- A. Basis of greatest jurisdictional involvement.
 - B. Number of resources involved.
 - C. Existing statutory authority.
 - D. Mutual knowledge of the individual's qualifications.
- 24.5 The operations section chief may select representatives of the other agencies to act as assistant operations chiefs to assist in implementing the action plan.

GLOSSARY

This glossary consists of the National Incident Management System's core of terms of organizational functions, resources, and facilities. Because our department may be involved in mutual assistance or unified command situations, none of these terms have been deleted. Although some of these terms will not be found in our policy and procedures, being familiar with them will prepare our personnel to function effectively with other jurisdictions. This glossary is also supplemented with terms that are specific to the Jefferson City Fire and Rescue Department's Incident Management System.

BASE – That location at which the primary logistics functions are coordinated and administered. As differentiated from Staging, resources in Base are not generally ready for immediate deployment. This element is typically staff at-large scale incidents such as high-rise fires where nonessential resources are marshaled and essential resources are staged. Base is a Logistics function.

BRANCH – The organizational level having functional/geographic responsibility for major segments of incident operations. This functional level falls between SECTION and DIVISION/GROUP/SECTOR.

BRIEF INITIAL REPORTS – The initial status report that includes all the information necessary to establish the operations at an incident.

BRIEF PROGRESS REPORTS – Periodic information on the status of an incident designed to keep interested parties informed as to the progress of the incident.

CHIEF – Functional title of the individual in-charge of the general staff positions: Operations, Plans, Logistics or Finance. Also, used to designate certain branch managers.

COMMAND – That section of the general staff responsible for the overall management of incident activities, specifically responsible for assessing incident priorities; developing goals and objectives; developing and implementing incident action plans; developing appropriate command structure; resource management; incident scene safety; liaison with outside agencies; and release of appropriate information to the media.

COMMAND POST – a fixed location at which primary COMMAND functions are executed.

COMMAND STAFF – The collective functions of Safety, Liaison and Information that report directly to the Incident Commander.

COMMUNICATIONS UNIT – Functional unit within the Service Branch of the Logistics Section; responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the incident communications center.

COMPANY – A ground vehicle providing specified equipment capability and personnel.

COMPENSATION/CLAIMS UNIT – Functional unit within the Finance Section responsible for financial concerns resulting from injuries or fatalities at an incident.

COST UNIT – Functional unit within the Finance Section responsible for tracking costs, analyzing cost data, making cost estimates and recommending cost-saving measures.

CREW – A specific number of personnel not to exceed the recommended span of control of five assembled for an assignment. Most often used when company assignments are not available.

DEMOBILIZATION UNIT – Functional unit within the Plans Section responsible for assuring orderly, safe, efficient demobilization of resources committed to an incident.

DIRECTOR – Functional title of the individual in-charge of a branch.

DIVISION – That organizational level having responsibility for operations within a defined geographic area. This functional level falls between BRANCH and CREWS, TASK FORCES, STRIKE TEAMS, and/or SINGLE RESOURCES.

DOCUMENTATION UNIT – Functional unit within the Planning Section responsible for recording/protecting all documents relevant to an incident.

FACILITIES UNIT – Functional unit within the support branch of the Logistics Section responsible for providing fixed facilities at an incident, including Base, feeding areas, sanitary facilities, and a formal Command Post.

FIELD COMMUNICATIONS UNIT – That unit assigned the responsibility for radio communications between and the incident to which that unit is assigned.

FINANCE SECTION – That section of the general staff directly responsible to the Incident Commander for all costs and financial considerations of the incident.

FOOD UNIT – Functional unit within the service branch of the Logistics Section responsible for providing meals to personnel involved in an incident.

GENERAL STAFF – The collective sections of COMMAND, OPERATIONS, PLANS, LOGISTICS and FINANCE.

GROUND SUPPORT UNIT – Functional unit within the Support Branch of the Logistics Section responsible for fueling/maintaining/repairing vehicles and the transportation of personnel and supplies at an incident.

GROUP – That organizational level having responsibility for a specific functional assignment. This functional level falls between BRANCH and CREWS, TASK FORCES, STRIKE TEAMS, and SINGLE RESOURCES.

INCIDENT ACTION PLAN/S – General control objectives reflecting the overall incident strategy and specific action plans for the next operational period. Action plans identify the problem/s (strategies) the solution/s (tactics), and the tactical operation/s (who & when).

INCIDENT COMMANDER – That individual assuming and having responsibility for, the management of all incident activities.

INFORMATION OFFICER – Responsible for the interface with the media or other appropriate agencies requiring information directly from the incident scene.

LEADER – Functional title of any individual in-charge of a Crew, Task Force, Strike Team, or functional unit.

LIAISON OFFICER – Point of contact for assisting or coordinating agencies.

LOBBY CONTROL – A high-rise logistics function responsible for coordinating the movement of resources between Staging and Manpower. Also responsible for control of elevator and air handling systems.

LOGISTICS SECTION – That section of the general staff responsible directly to the Incident Commander for providing facilities, services, and materials for the incident.

MANPOWER OFFICER – Responsible for coordinating and controlling the rotation of on-scene resources through designated assembly areas.

MEDICAL UNIT – Functional unit within the service branch of the Logistics Function responsible for emergency medical treatment of on-scene emergency personnel.

OFFICER – Functional title of any individual responsible for the command staff functions of Safety, Liaison, or Information, Functional title for any individual responsible for the management of a sector.

OPERATIONS SECTION – That general staff section responsible directly to the Incident Commander for management of all tactical operations.

PLANS SECTION – That general staff section responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources.

PRIMARY OPS BRANCH – That branch under the Operations Section which addresses what type of emergency the incident is driven by, e.g., Fire/suppression Branch Mass Casualty/Medical Branch, etc.

PROCUREMENT UNIT – Functional unit within the Finance Section responsible for financial matters involving vendors.

REHABILITATION UNIT – Functional unit within the Service Branch of the logistics Sections responsible for monitoring, evaluation, and appropriate action concerning the medical condition of emergency response personnel.

RESOURCE BRANCH – A branch within the Operations Sections responsible for providing the personnel, equipment, and supplies to support incident operations.

RESOURCE STATUS UNIT (RESTAT) – Functional unit within the Plans Section responsible for recording the status of resources committed to an incident.

SAFETY OFFICER – Responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for insuring personnel safety.

SECTION – That organizational level having functional responsibility for primary segments of incident operations such as: Operations, Plan, Logistics, and Finance.

SECTORING – The act of dividing an incident into manageable segments. There are two (2) methods of sectoring. They are:

Geographic – The dividing of areas through the use of Divisions.

Functional – The dividing of the incident by specific tasks to be accomplished through the use
of Groups or Individuals.

SERVICE BRANCH – A Branch within the Logistics Sections responsible for service activities at an incident.

SINGLE COMMAND – Command structure in which one individual has sole responsibility for COMMAND functions.

SINGLE RESOURCE – An individual company or crew.

SITUATION STATUS UNIT (SITSTAT) – Functional unit within the Planning Section responsible for the analysis of a situation as it progresses.

SIZE-UP – The mental evaluation of the various factors at an incident that lead to the determination of the problems that must be solved.

STAGING AREA – That location where personnel and equipment are pooled and ready for immediate deployment in an incident.

STAGING AREA MANAGER – Responsible for the coordination, support, and distribution of incoming resources.

STRATEGY – The overall plans that will be used to control the incident. The purpose toward which all incident activities are directed. Strategic goals are broad definitions of incident problems. Examples: Rescue, Extinguishment, Salvage, etc. Strategy is achieved by the completion of tactics.

STAIRWELL SUPPORT – A high-rise logistics function responsible for moving equipment from Base to Staging when using the stairwell.

STRATEGIC MODE – The mode of attack as specified by the availability of resources compared to the resource requirements of the incident.

Offensive Mode	Aggressive interior attack since available resources exceed that required by the incident.
Defensive Mode	A protective exterior attack or defense since the incident requires more resources than are available.

STRIKE TEAM – A functional element of up to five (5) units of the same type and under a common communications designation and a common leader.

SUPERVISOR – Functional title of any individual in-charge of a Sector.

SUPPLY UNIT – Functional title within the Support Branch of the Logistics Section responsible for ordering equipment/supplies required for incident operations.

SUPPORT BRANCH – A Branch within the Logistics Section Responsible for providing the personnel, equipment, and supplies to support incident operations.

TACTICS – Specific operations that must be accomplished to achieve the strategy. Tactics are both specific and measurable.

TASK FORCE – A functional element of up to five (5) units of mixed type under a common communications designation and a common leader.

TECHNICAL SPECIALISTS – Anyone from anywhere with information that can assist us to control the situation. These personnel initially report to the Plans Section but can be further assigned as the incident warrants.

TIME UNIT – A functional unit within the Finance Section responsible for record keeping for time for personnel working at an incident.

UNIFIED COMMAND – The organizational method that allows all agencies or individuals having jurisdictional or legal responsibility toward an incident to continue to the COMMAND FUNCTION.

UNIT – That organizational element having functional responsibility for a specific incident's planning, logistics, or finance activity.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6003

SUBJECT: Hazardous Materials Incident Protocol Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE:

To specify the requirements and standing operating procedures for personnel responding to Hazardous Materials Incidents.

AUTHORITY:

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-140.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief to review and update this policy.

PROCEDURES:

Hazardous Materials incidents encompass a wide variety of potential situations including fires, spills, transportation accidents, chemical reactions, explosions, and similar events. Hazards involved may include toxicity, flammability, radiological exposure, corrosives, explosives, health and chemical reactions, or a combination of factors. This policy provides a general framework for handling a hazardous materials incident, but does not address the specific tactics or control measures for particular incidents.

Every incident presents the potential for exposure to hazardous materials; even the products of combustion of an ordinary fire may present severe hazards to personnel safety. This procedure is specifically applicable to known hazardous materials incidents, but it does not reduce the need for appropriate precautions at every incident. The use of full protective clothing and SCBA as well as specialized protective clothing and the use of all Standard Operating Procedures on a continuing basis are foundational for this plan.

FIRST ARRIVING UNIT:

The first arriving officer will establish Command and begin a size-up. The first unit must avoid committing itself to a dangerous situation. When approaching, slow down or stop to assess any visible activity taking place. Evaluate effects of wind, topography, and location of the situation. Route any other responding companies away from any hazards.

Command should consider establishing Level II Staging whenever possible for other responding units. Staged companies must be in a safe location, taking into account wind, spill flow, explosion potential, and similar factors in any situation. The DOT Guidebook, NFPA Reference Materials, The NIOSH Pocket Guide, or any other material such as MSDS or shipping papers available to them should be used to establish a safe distance for staging.

SIZE-UP:

Command must make a careful size-up before making a commitment. Avoid premature commitment of companies and personnel to potentially hazardous locations. The objective of the size-up is to identify the nature and severity of the immediate problem and to gather sufficient information to formulate a valid action plan.

-It may be necessary to take immediate action to make a rescue or evacuate an area. This should be attempted only after a risk/benefit analysis is completed. Personnel must take advantage of available personal protective equipment in these situations. The safety of rescuers is paramount.

-Hazardous materials incidents require a cautious and deliberate size-up. Proceed with caution in evaluating risks before formulating a plan and keep uncommitted companies at a safe distance. Identify a hazardous area based on potential danger, taking into account materials involved, time of day, wind and weather conditions, location of the incident, and degree of risk to unprotected personnel. The primary objective is to identify the type of materials involved in a situation, and the hazards presented, before formulating a plan of action.

-Look for labels, markers, DOT Identification Numbers, NFPA Diamond, shipping papers, etc.

-Refer to pre-fire plans and ask individuals at the scene for additional information (plant management, responsible party, truck drivers, fire department specialist).

Use reference materials carried on apparatus and have Dispatch contact other sources for assistance in sizing-up the problem (state agencies, fire department specialists, manufacturers of materials, etc.).

-In many cases, evaluation by Hazardous Materials team members before committing is the safest approach.

ACTION PLAN:

Based on the initial size-up and any information available, Command will formulate an Action Plan to deal with the situation. The action plan must provide for:

-Safety of all fire personnel.

-Evacuation of endangered area, if necessary.

-Stabilization of hazardous materials, and/or disposal or removal of hazardous material.

-The resources necessary to accomplish these goals.

It may be necessary to select one method over another due to the unavailability of a particular resource or to wait for needed equipment or supplies. Avoid committing personnel and equipment prematurely or "experimenting" with techniques and tactics. Many times it is necessary to evacuate and wait for special equipment or technical help.

CONTROL OF HAZARDOUS AREA:

Once the Hazardous Materials Sector has been established, HAZ MAT personnel will define and establish a Hot Zone, Warm Zone, and Cold Zone. These zones will remain in effect for the remainder of the incident. These three zones are always associated with any hazardous materials incident.

HOT ZONE:

Hot Zone is the area in which personnel are potentially in immediate danger from the hazardous condition. This is established by Command and controlled by the fire department. Access to this area will be rigidly controlled and only personnel with proper protective equipment and an assigned activity will enter. All companies will remain in designated staging areas until assigned. Personnel will be assigned to monitor entry and exit of all personnel from the Hot Zone. The Hot Zone should be geographically described to all responding units, if possible identified by yellow tape. A Hot Zone Control Section will be established:

- to control access to the Hot Zone and maintain an awareness of which personnel are working in the area.
- to identify and establish a safe perimeter around the hazardous area. (Should be identified with yellow tape)
- to request adequate assistance to maintain the perimeter.
- to identify an entrance exit point and inform Command of its location.
- to coordinate with the Hazardous Sector to identify required level of protection for personnel operating in the Hot Zone.
- to collect/return accountability passports of all companies entering/leaving the controlled area.

Restriction of personnel access into the Hot Zone includes not only fire department personnel, but any others who may wish to enter the Hot Zone (Police, press, employees, ambulance personnel, etc.). This is necessary due to the possibility of deteriorating conditions, contamination, and accountability.

WARM ZONE:

The Warm Zone is the larger area surrounding the Hot Zone in which a lesser degree of risk to personnel exists. The area to be evacuated depends on the nature and amount of the material and the type of risk it presents to unprotected personnel (toxic, explosive, etc.).

- In some cases, it is necessary to completely evacuate a radius around a site for a certain distance (i.e., potential explosion). All civilians would be removed from this area.
- In other cases it may be advisable to evacuate a path downwind where toxic or flammable vapors may be carried and control ignition sources in case of flammable vapors. When toxic or irritant vapors are being carried downwind, it may be most effective to shelter in place. Keep everyone indoors with all windows and doors closed to prevent contact with the material instead of evacuating the area. In these cases, companies will be assigned to patrol the area assisting citizens in shutting down ventilation systems and evacuating persons with susceptibility to respiratory problems. In all cases, the responsibility for safety of all potentially endangered citizens rests with the Incident Commander.
- Decontamination will be established in the Warm Zone. The limits of this zone will be enforced by the Police Department based on distances and directions established in consultation with Command.

COLD ZONE:

The Cold Zone is an area which has been determined to be relatively safe for personnel.

- It is advantageous that this area be located uphill and upwind from the Hot Zone.

-The Incident Commander and Command Post or a work area for the Hazardous Sector Officer or Operations Officer should be located in the Cold Zone. It should serve to provide a safe area for command operations including liaison between the Fire Department and other agencies and a defined area for Public Information Officer and the Media.

-A base EMS area is advisable in this area with defined triage, treatment, and transportation capabilities.

USE OF NON-FIRE DEPARTMENT PERSONNEL:

In some cases it may be advantageous to use non-fire department personnel to evaluate hazards and perform certain functions within their area of expertise. When such personnel are outfitted with breathing apparatus, chemical suits, etc., they must be made aware of the functions, limitations, and safety precautions necessary in their use. Fire department personnel with the necessary protective equipment must closely monitor and/or accompany such personnel for safety. Command is responsible for the safety of all personnel involved in any incident.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6005

SUBJECT: Accountability System for Fire and EMS Personnel

SIGNED: Sam Williams, Fire Chief

PURPOSE:

The Accountability System for Fire and EMS Personnel is intended to provide the highest level of personnel safety and tracking procedures possible in order to maintain accountability for each member engaged in emergency operations in a high risk environment.

SCOPE:

Emergency incidents can require a variety of equipment and personnel to mitigate a particular alarm assignment. Firefighter safety is of paramount concern during scene operations; therefore, it is necessary to have a system to account for the personnel assigned to each apparatus. An accountability system will allow the incident commanders, sector commanders, and company officers to maintain, coordinate, and account for the emergency resources of the scene. In addition, this system will greatly compliment risk control techniques and safe operating procedures at all incidents.

AUTHORITY:

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-140.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief (Operations) to review and update this policy.

PROCEDURES:

1. Daily Personnel Procedures

A. Personnel reporting for duty shall place their nametag on the top portion of the unit roster board that is kept on their assigned apparatus. The officer in charge of the apparatus/unit shall ensure that the unit roster reflects the names of personnel assigned to the apparatus/unit at all times.

2. Accountability Implementation

A. Per the Incident Management System, the officer in charge of the first arriving apparatus/unit at an incident scene shall assess the situation and determine a course of action. Based on that decision, the officer in charge of that apparatus/unit shall either assume command, or pass command to the next arriving company.

B. Whether or not the command is assumed or passed, it is the responsibility of the officer in charge to immediately implement the Personnel Accountability System (PAS) procedures that are applicable to the level and type of operation being performed. These procedures are as follows:

The Officer assumes command of the incident shall make all assignments necessary to initiate and operate the Personnel Accountability System. These assignments include, but are not limited to the following:

a. Assign Sector Commanders. Sector Commanders may assign Control Officers to assist in maintaining personnel accountability within each sector.

b. Assign an Accountability Officer to supplement the Incident Commanders accountability responsibilities. The Accountability Officer will perform the following task at all incidents including hazardous material and special rescue alarms:

-Personally survey each sector to verify the Sector Commanders resource report, and document all necessary information. (Unit numbers staffing level of apparatus, track and document personnel by both location and function). This tracking procedure will be accomplished by listing the companies that are operating in a particular sector, section, or branch, as well as the task that they are assigned.

-In all high risk operations, the Accountability Officer should locate in an area that allows for safe and effective observation or accountability of the personnel performing the assigned task.

-Periodically review the tactical command board to ensure that accurate information is maintained.

c. The incident commander shall provide rapid intervention crew for rescue of a member or team if the need arises.

-The rapid intervention crew shall be either: 1) on scene members performing other functions but ready to deploy to perform rapid intervention crew functions or 2) on scene company or companies either in level one or two staging areas designated as rapid intervention crews.

C. In order to enhance personnel accountability in each sector, Sector Commanders will assign a Control Officer to assist in maintaining an accurate account of the personnel that are performing emergency operations in hazardous or high safety risk environments.

1. The Control Officer will collect each crew's roster board when they enter the sector or work area. The Control Officer will move the nametags from the top section of the board (OUT) and place them on the lower half of the board (IN), when crews enter the assigned work area.

2. Control Officers will monitor personnel working high safety risk environments via radio to listen for any distress calls or rescue requests.

3. Control Officers will surrender the unit roster board to each crew after that person has left the safety risk environment and returned to the control point or when crews are leaving the sector for any reason.

D. When requested by the Incident Commander, the Sector Commander(s) will report to the command post, the unit numbers of the companies working in the sector. Example: Sector D Commander to command, I have Engine 1, Engine2, and 3's Truck in the sector. The sector commander will make additional reports upon request from the command post only.

E. All intra-sector communication will be done face to face whenever possible, i.e. communication between control officers and crews, crew officers and sector commanders, or sector commander and support personnel that are working in the sector. This procedure will aid in reducing the amount of radio traffic being transmitted at incident scenes.

F. Anytime a crew or an apparatus is reassigned to another sector to perform tactical duties, the appropriate sector commander will notify the incident commander and report the personnel

movement via radio. This will enable Incident Command to adjust the tactical command board accordingly. Example: Engine 6 is leaving sector C to assist Sector D command.

G. Sector commanders will communicate by radio with crew officers that are directing incident operations within high safety risk environments at twenty minute intervals, if there is no response from a crew after three attempts, the following procedures will be initiated:

1. The sector Commander will notify the Incident Command and provide the following information:

- The crew's identification number that cannot be contacted.
- Approximate location or assignment area.
- Name and rank of the crew supervisor.

2. Command will request that Fire communications attempt to contact the crew.

3. If the efforts of both the Sector Commander and Fire Communications fail to contact the crew, the rapid intervention team will begin search procedures immediately.

4. The rapid intervention team in the search operation will notify the Sector Commander when the missing personnel have been accounted for.

5. The Sector Commander will notify command when missing personnel have been accounted for.

H. It shall be the responsibility of the Sector Commanders to ensure that appropriate assignments are made in order to enforce all accountability procedures and guides within the sector to which they are assigned.

I. It shall be the responsibility of the crew officers to monitor the location of each person under their command at all times. To accomplish this, the apparatus officer will adhere to the following guidelines:

1. Unless ordered to do otherwise by the Incident Commander, or sector commander, an apparatus crew will work together as a unit in carrying out their assigned task.

2. A possible exception can occur when two or more companies are combined to perform an assigned task or maintain interior entry ability.

3. The officer in charge should never allow a member to work alone during an interior fire attack. A minimum of two crew members working as a team must be adhered to.

4. The officer in charge should occupy a position that will allow for the crew to be observed or voice contact maintained during both interior and exterior operations. When operation in an atmosphere that is heavily charged with smoke, a position of close working order shall be maintained and periodic personnel check made.

5. The officer in charge must know how many crew members are under their command prior to beginning an assigned task. All crews will report to the control officer prior to entering safety risk areas and when exiting these areas.

6. When crews are scheduled for physical rehabilitation, the officers take the roster board and report to the rehabilitation sector with their crew. Upon returning to a sector, the officer and crew will report to the sector commander.

7. Whenever a distress situation (personnel trapped, injured, or distress calls) is detected, the Sector Commander or Incident Commander will be notified as soon as possible, either by face to face communications or by radio.

3. Roll Call Procedures

A. The Incident Commander may initiate roll call procedures to each sector to account for personnel at any time that it is considered necessary. The Incident Commander will determine the level and magnitude of any roll call procedure, i.e., the affected sector(s), branch, task groups or area etc. Whenever it is necessary to initiate a roll call, the Incident Commander will communicate via radio, the appropriate orders or directives to the sector involved. Some situations in which roll call shall be initiated include, but are not limited to the following:

1. Report of a member or crew missing or trapped.
2. When a unit/crew cannot be contacted in the Hazard Zone after three consecutive attempts at radio contact.
3. Sudden hazardous change on the incident scene such as vapor release, collapse, etc.
4. Incident conditions deteriorate to a point that evacuation is in order.
5. A change from an offensive to a defensive mode.

B. Each sector commander will be responsible for conducting roll calls in their respective sectors and reporting the results to the Incident Commander.

4. Incident Scene Safety Officer(s)

A. The incident scene safety officer will provide the Incident Commander with regular status reports concerning the condition of the structure or area where personnel are operating.

B. Safety Officers will coordinate rehabilitation procedures with each sector commander.

COMPLIANCE:

A mechanism to quickly account for personnel must be available to the incident commander at any point during the incident. In order to ensure the effectiveness of this system and the subsequent safety of all personnel, accountability procedures shall be strictly followed at all times.

1. The nametags shall be considered an issued item of personal protective equipment.
2. Unit rosters shall be considered part of apparatus inventory and shall be maintained as such.
3. If nametags or unit rosters are lost or misplaced, replacement items shall be obtained as soon as possible from the Logistics Management Office. Assistant Chiefs shall ensure that replacements are ordered from the Logistics Management Office as soon as possible.
4. Each member's name tag shall be inspected when the member's personal protective clothing is inspected.

GLOSSARY:

Accountability Officer—An individual assigned by the Incident Commander to monitor and assess accountability procedures during the emergency operation. Duties of an accountability officer will also include documenting the location and function of all crews operating at the incident scene.

Control Officer—The individual responsible for maintaining a record of pertinent information on all personnel entering or exiting high safety risk environments.

Control Point—That location where a Control Officer will be physically located in such a manner that they can gather and record the appropriate information on all personnel entering and exiting.

Emergency Resources—The fire department personnel, apparatus, and equipment that is utilized at the incident scene.

Incident Scene Safety Officer—Responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring personnel safety.

Sector Commander—The individual assigned to supervise operations within a geographic area or having the responsibility of supervising a particular function.

PAS—Personal Accountability System

Rapid Intervention Team—Designated personnel provided for the rescue of firefighters at emergency incidents.

Roll Call—A means by which personnel can be accurately and quickly accounted for by utilizing Unit Roster boards to verify whether or not all personnel have evacuated a high safety risk environment.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6006

SUBJECT: Response to Weapons of Mass Destruction Incidents Policy

SIGNED: Sam Williams, Fire Chief

SCOPE AND PURPOSE:

To provide for standard operating procedures for deployment to incidents involving the potential or real threat of a maliciously set weapon of mass destruction, (these devices could be but are not limited to nuclear, biological and chemical) while affording the maximum degree of safety possible to all personnel.

AUTHORITY:

The authority vested in the Fire Chief by Code of Alabama, Section 11-43-140 and the General City Code of Jefferson City (1980) Section 9-3-5.

POLICY:

It shall be the policy of the Jefferson City Fire and Rescue Service to utilize these procedures when conducting emergency operations at weapons of mass destruction incidents.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief to review and update this policy.

DEFINITION:

The term "weapon of mass destruction" means any weapon or device that is intended, or has the capability, to cause death or serious bodily injury to a significant number of people through the release, dissemination, or impact of: (a) toxic or poisonous chemicals or their precursors; (b) a disease organism; or (c) radiation or radioactivity.

PROCEDURE:

1. The alarm dispatch assignment for all incidents involving the potential or real threat of a weapon of mass destruction will be a commercial dispatch (see Alarm Dispatch Policy No. 8-09-93).
2. The response assignment will automatically stage at a Level One staging location in the direction of travel. The first arriving unit will report conditions, code, and establish command. This staging location will be at least 1500' (3 blocks) from the incident location.
3. The JCFRS Incident Management System will be strictly adhered to. The Incident Commander will establish contact with the Police Command Post in order to provide for coordinated management of the incident. Jefferson City Fire and Rescue Service Incident Commander should periodically check with the Police for the status of the incident.
4. All unnecessary radio traffic shall be eliminated as a safety precaution. Upon arrival at staging, apparatus radios and cellular phones will not be used to communicate

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transmissions. Radio contact can be maintained by the use of hand-helds but the preferred or recommended mode of communication will be face to face.

5. Personnel in Level One staging shall be in full turnout gear and prepared as a crew to report to any sector as assigned by the Incident Commander.
6. After the initial dispatch, Fire Alarm will immediately notify the Deputy Chief. Specialty units (HAZ-MAT, Air Unit, Specialized Rescue, Red Cross) will be dispatched on a need to respond basis.
7. If the incident is suspected to be nuclear, chemical, or biological, the Incident Commander will immediately request the Haz-Mat and Decon units.
8. EMA and all other emergency agencies will be notified including area hospitals.
9. The Jefferson City Fire and Rescue Service Mass Casualty Incident Medical Operations Policy will be implemented. The degree of implementation will be dependant upon the extent of the situation and as dictated by the Incident Commander.
10. The search for, removal of, or defusing of explosive devices is the responsibility of the Police Department. This is a specialized operation that department personnel shall under no circumstances be utilized to assist in. The primary responsibility of the JCFRS in these incidents will be for providing life safety (EMS, Rescue) and fire extinguishment.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 7001

SUBJECT: Harassment Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

To provide all Jefferson City Fire Department employees with a work environment that is free of harassment.

POLICY

It is the policy of Jefferson City that harassment of City employees or applicants for City employment is prohibited.

AUTHORITY

The authority vested in the Fire Chief by the Code of Alabama Section 11-43-140.

RESPONSIBILITY

It is the responsibility of the Assistant Chief to review and update this policy.

PROCEDURE

Harassment increases hostilities, creates an offensive work environment, decreases productivity, adversely affects positive working relationships, and tarnishes the image of City government.

Harassment for the purposes of this policy is defined as:

1. Any conduct implying, either explicitly or implicitly, that granting sexual favors is a term or condition of an individual's employment.
2. Threatening or insinuating that submission to or rejection of sexual favors by an individual will be used as the basis for employment decisions affecting such individual.
3. Any other conduct that has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.
4. Any behavior specifically directed at one sex, gender, race, religion, nationality, or sexual orientation or behavior that serves to emphasize differences or undermine individuals due to their status with regard to any of the aforementioned characteristics.

The Jefferson City Fire Department has adopted the City's Harassment Policy. Supervisors are responsible for implementing and facilitating this policy. Both are illegal activities that may result in criminal and/or civil liability for both the employee and the City.

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1. It shall be the responsibility of the individual to bring complaints of harassment. If the individual does not wish to file a complaint with their immediate supervisor, they may file the complaint with the next senior supervisor in the Chain of Command.
2. Supervisors bearing witness to any acts qualifying harassment shall document such incidents whether a complaint is made or not. Documentation shall be maintained and included in any future complaints concerning the incident or other incidents.
3. Any supervisor receiving a complaint of harassment shall process the complaint through the normal channels and shall make the Fire Chief aware of the complaint.
4. Notwithstanding provisions of this policy, employees have the right to seek resolution through the grievance and complaint procedures of the Department of Personnel.
5. Should the individual filing the complaint find that it is difficult or impossible to handle the complaint through normal channels within the Department, they should contact the Department of Personnel for assistance.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 7006

SUBJECT: Commission of a Crime Charge Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE:

To establish uniform procedures to be followed in the event an employee of the Jefferson City Fire and Rescue Service Department is charged with commission of a crime and/or any type investigation that could possibly lead to criminal charges.

POLICY:

It is the policy of the Jefferson City Fire and Rescue Service Department that each member conduct themselves in a professional manner, either on duty or off duty. All members shall abide by all government laws and ordinances, Personnel Board rules and regulations and Department policies and procedures at all times.

AUTHORITY:

The authority vested in the Fire Chief by Code of Alabama, Section 11-43-140 and the General City Code of Jefferson City (1980) Section 9-3-5.

RESPONSIBILITY:

It is the responsibility of the Assistant Chief of Administration to review and update this policy. Furthermore, it is the responsibility of all personnel to comply with this policy and all supervisory personnel to ensure compliance with the policy.

PROCEDURES:

- I. Arrest or Court Actions Involving Employees
 - A. Employees shall contact or report to their supervisor immediately or soon thereafter (3 days), in the event they are arrested and/or court action is initiated or anticipated.
 1. Employees shall request, through their supervisor, leave time to be taken at such time that they are able to report to work.
 2. The employee's supervisor shall approve or disapprove any such request for leave time utilizing consistent Department procedures.
 3. Any employee who fails to report to work on time without approved leave time shall be considered late or AWOL and subject to disciplinary actions.

- B. However, under no circumstances shall disciplinary actions of any kind be taken until an internal investigation has been completed.

II. Internal Investigation

- A. An internal investigation shall be conducted for any situation involving employees of the Jefferson City Fire and Rescue Service Department, who have been arrested and/or court action initiated or anticipated.
- B. This internal investigation shall be conducted by the appropriate Assistant Chief.
- C. All documentation, including letters, memorandums, reports, and recommendations shall be forwarded up the chain of command to the appropriate Assistant Chief.
- D. The Disciplinary Action Review Committee shall review all information submitted and forward their findings to the Fire Chief and Deputy Chief.
- E. If the investigation indicates sufficient cause for disciplinary action regardless of Court outcome, the employee shall be disciplined at the appropriate level, up to and including termination.
- F. If the investigation is found to be inconclusive as to whether sufficient cause for disciplinary actions exist, but is undesirable for the employee to continue his or her present duties, the employee can be re-assigned as deemed necessary in the best interest of the Department. A definitive conclusion or decision shall be pursued and reached in a timely manner.

III. Causes for Disciplinary Action

- A. Refusal of an employee to testify or answer any questions before any board or any body authorized to conduct investigations as well as hearings concerning the affairs of government or any other criminal inquiries.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 8001

SUBJECT: Pre-fire Plan Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

The purpose of this policy is to outline Jefferson City Fire Department's procedure for completing and storing pre-fire plans.

POLICY

It is the policy of the Jefferson City Fire Department that each Fire Station complete pre-fire plans for all of the commercial and industrial facilities that fall within their territory.

RESPONSIBILITY

It is the responsibility of the Assistant Chief to review and update this policy.

PROCEDURE

The Station Captain for each of Jefferson City's six Fire Stations will assign personnel to create new pre-fire plans and update existing pre-fire plans as needed. Station Captains will be notified by the Assistant Fire Chief of new commercial or industrial structures within their station's territory that require new pre-fire plans. Station Captains should also review their existing pre-fire plan on a regular basis and determine which need to be updated or removed. Copies of pre-fire plans for all of the commercial and industrial facilities within a Station's territory should be kept in a binder in all of the units assigned to that station.

Pre-fire plans should be completed by following the directions on the pre-fire plan template, which is located in Appendix A of this Information Guide. An example of a completed pre-fire plan is also included.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 9001

SUBJECT: Employee Assistance Program (EAP)

SIGNED: Sam Williams, Fire Chief

PURPOSE

Jefferson City recognizes that there are times when personal problems may affect an employee's well-being and job performance. For this reason, a confidential Employee Assistance Program (EAP) has been sponsored and paid for by the City and is available to all full-time and part-time benefits eligible employees and their immediate families and members of their household at no charge.

This program provides professional and confidential assistance for a broad range of personal concerns. Typical problems that can be addressed through the EAP include stress, marital and family problems, psychological and financial problems, personal legal situations and problems related to alcohol and drug abuse.

Jefferson City has contracted with a private consulting and service firm to administer the program.

All counseling through the EAP is on a voluntary basis even if recommended to the employee by management, except in the event of a mandatory referral as defined in section C-1. Participation in counseling does not relieve the employee of responsibility to achieve departmental expectations regarding performance, conduct and attendance.

The Department of Human Resource Management (HRM) is available to clarify issues relating to the use of the EAP, the referral process and coordination of benefits.

PROCEDURES

To ensure that necessary confidential assistance is provided to an employee and/or immediate family, the following steps should be taken:

A. Self-Referral

The eligible employee or any member of their household can call the Employee Assistance Program to schedule an appointment with a representative. The EAP will arrange an appointment for the individual with a local Employee Assistance Program counselor. The EAP also offers emergency assistance on a 24-hour basis.

B. Management Referrals

1. Management referral to the Employee Assistance Program is based on:
 - a. A request by the employee for assistance with a personal problem
 - b. A pattern of decline in an employee's work performance
 - c. A particular on-the-job incident that indicates the possible presence of a personal problem

The EAP is available to discuss situations with managers and advise them on when a management referral is appropriate and the appropriate steps for making the referral.

2. When an employee seeks advice regarding a personal problem, it is the responsibility of the manager or supervisor to suggest the employee use the professional counseling services that are available through the EAP and offer to assist the employee in arranging for an appointment with the EAP Counselor.

3. The manager or supervisor should then have a meeting with the employee to discuss the performance problem and communicate as clearly as possible the consequences of failure to resolve the problem. This meeting should focus solely on defining the work performance and/or attendance problems—not on any personal difficulties.

4. After the employee has been confronted with the performance problem, the manager or supervisor should review the EAP policy with the employee, advise him of the availability of confidential, professional assistance for any work-hampering personal problems, and strongly encourage the employee to allow the manager or supervisor to arrange an appointment with an Employee Assistance Counselor. Although the final decision to use the program is made by the employee, management should emphasize the advantages of the Employee Assistance Program.

5. If the employee agrees to accept assistance, the manager or supervisor should arrange a meeting between the employee and the EAP counselor.

6. If a signed release of information form is obtained, the manager making the referral will be informed whether the employee is working toward a plan to resolve the personal situation and if he or she is keeping appointments.

7. In accordance with the City's Alcohol and Substance Policy, the EAP will be required to notify the Police and Fire Department, Emergency Communications and Sheriff's Office respectively when sworn employees of the Police Department and Sheriff's Office and uniformed employees of the Fire Department and Emergency Communications voluntarily seek services of the EAP and are found to:

- a. Be using controlled substances.
- b. To have abused, illegal drugs, alcohol, or prescription drugs in a manner that could affect current or future job performance. The notification will only take place once the employee has signed the release form, the counselor has completed assessment of the problem, and the counselor has developed a treatment plan. Once notified, the department will take appropriate action pursuant to City policies.

8. An employee may choose to decline assistance through the EAP. Participation in the EAP is voluntary, except in the event of a mandatory referral made in accordance with section C-1. However, whether the employee declines or accepts the offer of help through the EAP, he retains his responsibility to meet accepted job performance, conduct and attendance expectations.

C. Mandatory Referrals

1. Mandatory referrals to the EAP may be made in the following situations:
 - a. When an employee tests positive on a breath alcohol test or drug screen or is determined to be under the influence of alcohol or drugs
 - b. When a fitness for duty evaluation includes the recommendation of an EAP or similar referral
 - c. When the employee has been involved in workplace violence
 - d. When departmental management is concerned that the employee's behavior creates a threat to the employee or others
 - e. When an employee exhibits continued behavior which significantly disrupts the operation of the department after the employee has been advised that the behavior cannot continue.

2. All mandatory referrals will be coordinated by HRM by having the department director/office administrator or designee contact HRM and provide information on the circumstances. The HRM representative will evaluate the information and if the criteria are met, will contact the EAP representative to initiate the process. In the case of a mandatory referral, an employee who declines assistance from the EAP or who fails to follow the recommended treatment program will be disciplined up to and including termination.

3. The EAP counselor will assist by:

- a. Gathering appropriate information and setting an appointment for a clinical assessment of the employee's problem
- b. Formulating a treatment recommendation
- c. Providing information, assessment, counseling services and/or professional referral when appropriate
- d. Reporting back to the supervisor whether or not the employee kept the appointment and whether the employee is compliant with the treatment recommendation
- e. Coordinating return to duty testing with the supervisor and HRM and following up with the supervisor on whether or not the employee continues to comply with the treatment recommendation

4. Following the EAP assessment and/or professional referral, the EAP counselor will assist the employee as follows:

- a. In the event that consultation and/or counseling is provided by the EAP counselor, the EAP counselor will report back to the designated person whether the employee has substantially completed the treatment recommendation
- b. If referral outside EAP is indicated, the EAP counselor will report the employee's compliance with and completion of said referral
- c. By referring the employee to the appropriate medical personnel to obtain fitness for duty certification

D. Time Off for Counseling

Any time off from work to attend counseling for oneself or family members is treated the same as other absences due to medical appointments. A supervisor may approve use of either sick leave or annual leave, as available and appropriate.

E. Family Member Assistance

1. Any member of an employee's immediate family (benefit eligible dependents and household members) also may use the Employee Assistance Program.

2. The Employee Assistance Program counselor will arrange a confidential consultation for the individual.

3. Any communication between the individual and the counselor will be held in strictest confidence except when disclosure of use of illegal drugs or abuse of alcohol and prescription drugs is required as outlined in Section B-7 of this policy.

F. Management Consultation

Jefferson City managers and supervisors may contact the EAP for consultation on addressing job performance problems at any time.

G. Cost of the Program

The EAP is a benefit provided at no charge to employees by the City for all employees and their families. If a situation requires the EAP counselor to refer an employee to external professional

resources, the fees for these follow-up appointments will be the responsibility of the employee and must be coordinated with their health care coverage.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 9003

SUBJECT: Progressive Disciplinary Action

SIGNED: Sam Williams, Fire Chief

PURPOSE:

The purpose of this policy is to establish procedural guidelines to be utilized in progressive disciplinary action steps and will be consistently administered when disciplinary actions are warranted.

SCOPE:

This policy shall provide progressive disciplinary action procedures that is intended to enhance the abilities of the Jefferson City Fire and Rescue Service officers and supervisors in their responsibility to maintain professional standards of conduct in accordance with the policies, rules and regulations of the Jefferson County Personnel Board, Jefferson City and the Jefferson City Fire and Rescue Service Department.

POLICY:

It will be the policy of Jefferson City and the Jefferson City Fire and Rescue Service to administer discipline fairly, reasonably, and impartially. Employees and the City are best served when discipline is administered to correct actions rather than punitive. All disciplinary actions involving demotion or termination shall require a determination hearing before the Department Head.

Fair and reasonable discipline, applied consistently will receive firm support and can be expected to be upheld. However, discipline which is not supported by facts, or imposed arbitrarily must be avoided and is unacceptable.

AUTHORITY:

The authority vested in the Chief of the Department by Code of Alabama, Section 121-43-140 and Jefferson City Code, Section 9-3-5.

RESPONSIBILITY:

It is the responsibility of all personnel to adhere to this policy and it is the Assistant Chiefs of Operations to review and update this policy when necessary.

REVOCATION:

This policy replaces Bulletin 8-7-89, Command Discipline.

PROCEDURES:

Progressive Disciplinary Action is the application of a series of disciplinary steps that may gradually increase in magnitude from an established first step implementation to the final step in the process, which is dismissal. The intent of progressive disciplinary action is to provide training, correct behavior, and to prevent occurrences that may lead to more severe actions.

While progressive disciplinary action is designed to improve performance by gradually increasing in magnitude until satisfactory results are accomplished, Jefferson City and the Jefferson City Fire and Rescue Service reserve the right to apply the level of discipline that is commensurate with the magnitude and severity of the offense.

SUPERVISOR'S RESPONSIBILITIES:

I. FIRST LEVEL (Company Officers, Acting Company Officers or Staff Supervisors, etc.)

- The supervisor will advise the employee that a possible violation may exist and that an investigation will be conducted. **All personnel shall comply with directives given by any supervisor concerning the providing of written or oral accounts of the incident being investigated.** The immediate supervisor shall accurately compile a complete documentation of the facts pertaining to the incident which shall include written accounts of personal observances, statements of witnesses, a statement of explanation by the employee involved and any other relevant facts or information that is pertinent to the incident. The supervisor at this level shall prepare a recommendation stating whether or not disciplinary action should be initiated. When disciplinary action is recommended, the supervisor's statement will reflect the type and level of disciplinary action being recommended. All recommendations will include the necessary justifications. This documentation shall be forwarded to the appropriate Assistant Chief via the chain of command. When applicable, any other first level supervisor (i.e., Station Captain, etc.) will review the documentation of the incident and submit a separate recommendation to the second level supervisor.
- Supervisors at this level are authorized to issue the following disciplinary actions after the submitted recommendations have been reviewed by the Disciplinary Action Review Board and approved by the Fire Chief.
 - Verbal Warning
 - Written Warning
 - Official Letter of Reprimand

***See Definition of Levels/Steps of Progressive Disciplinary Action.**

- At all times, documentation and fact finding procedures should begin immediately following an alleged or perceived policy violation or infraction occurrence.
- The immediate supervisor will make every effort possible to verify that the information obtained is accurate and complete. After reviewing the compiled information, the appropriate next level supervisor will be contacted and apprised of the incident and submit the compiled data to the next level supervisor.
- The immediate supervisor or next supervisor within the chain of command will perform any additional investigations or documentation adjustments deemed necessary to ensure that accuracy and consistent policy application are adhered to.

II. SECOND LEVEL (Assistant Chiefs/Captains)

- The supervisor at this level will review all documentation submitted, conduct any additional fact finding that is necessary and prepare an accompanying document recommending that disciplinary action be initiated or not initiated. All recommendations will include the necessary justifications.
- Supervisors at this level are authorized to issue the following disciplinary actions after the submitted recommendations have been reviewed by the Disciplinary Action Review Board and approved by the Fire Chief or his designee.
 - Verbal Warning
 - Written Warning
 - Official Letter of Reprimand
 - 3 Calendar Days Suspension

***See Definition of Levels/Steps of Progressive Disciplinary Action.**

- Adherence to, and consistent application of disciplinary action recommendations in accordance with this policy is the primary responsibility of the supervisors involved in the disciplinary action process.

III. THIRD LEVEL (Assistant Chiefs and above)

- All recommendations will be reviewed by the appropriate Assistant Chief to ensure that due process and fact finding reflects consistent application in regard to the scope and magnitude of the violation or impropriety.
- If it is found that the supervisor's recommendations for actions or no action have not been made, the Assistant Chief will take the necessary measure to ensure that the recommendations are prepared and submitted.
- Supervisors at this level are authorized to initiate the following disciplinary actions after the submitted documentation have been reviewed by the Disciplinary Action Review Board and approved by the Fire Chief.
 - Verbal Warning
 - Written Warning
 - Official Letter of Reprimand
 - 5 Calendar Days Suspension

Disciplinary Action Review Board:

A formal investigative interview may be conducted by the Disciplinary Action Review Board when circumstances dictate that a more thorough understanding of the facts are needed, the need to improve the factual basis of decision making is evident and to determine what level of disciplinary action is appropriate.

After the review process by the Disciplinary Action Review Board is completed and the determination warrants discipline above the Board's authority, written recommendations for a determination hearing before the Fire Chief will be submitted. All documents accompanying the recommendation will be via the Assistant Chief.

- Upon approval, and at the direction of the Fire Chief, a written statement of a determination hearing process will be prepared and delivered to the appropriate personnel. A resulting statement of the decision, which may range from an official letter of reprimand to a formal announcement of suspension, demotion, or termination will be prepared and delivered to the employee in compliance with Jefferson County Personnel Board Rules and Regulations.
- **Verbal Warning** - A verbal warning may be issued by the employee's immediate supervisor. A written notation/memo of this warning will be retained by the Assistant Chief or the appropriate supervisor in the supervisors common file. A copy of this documentation will be forwarded to the appropriate Assistant Chief.
- **Written Warning** - Upon approval of the Assistant Chief a written warning may be issued to an employee depending upon the extent of the policy or procedure violation. The written warning will identify the violation, state the expected corrective action and inform the employee that if the behavior in question continues, the unacceptable behavior or performance could lead to more serious disciplinary action being administered. The written warning will be retained in the employees personnel file for a period of one year. After one

year has expired the written warning may be removed if the employee has exhibited the necessary performance improvement during that time period.

- **Official Letter of Reprimand** - The employee is given a formal written reprimand that a copy of that documentation shall be maintained in the employees permanent record on file at Fire Department Headquarters for a period of two years.

***When an employee disagrees with the contents of a written reprimand the employee may file a written reply in accordance to Jefferson County Personnel Board Rule 8.6, Section (a), item number 3.**

- **Suspension** - Upon the recommendation of the Disciplinary Action Review Board and the approval of the Fire Chief, Assistant Chiefs have the authority to issue suspensions without pay for a period of five calendar days.

NOTE: This disciplinary action level is not automatically dispensed without regard to the extent of the violation committed. The supervisors that are authorized to dispense discipline at these levels have the option of recommending to the Fire Chief more severe discipline.

The following steps in the progressive disciplinary action process require that a formal determination hearing be conducted by the Fire Chief or his designee (Deputy Chief). Those steps are:

- **Suspension** - The employee is suspended without pay for a designated period that will exceed five calendar days.
- **Demotion** - An employee holding rank or a classified position may receive a reduction in pay steps or classification. The terms and conditions of the step reduction in pay on the demotion will be stated in the **Notice of Decision** rendered by the Fire Chief.
- **Discharge** - The employee is discharged when the magnitude or severity of the violation or impropriety is of a nature that should require termination of employment. Cause for discharge will be determined by the Department's Administrative Staff, the City's Legal Department representative, Director of Personnel and in accordance with Jefferson City Fire and Rescue Service policies and procedures, Jefferson County Personnel Board Rules and Jefferson City Personnel Office Rules and Regulations.

FORMAL DISCIPLINE

DETERMINATION HEARING WITH EMPLOYEE AND REPRESENTATIVE

As soon as possible after completion of the investigation and preparation of the **DISCIPLINARY HEARING** notice, the employee will be served with a written notice of possible disciplinary action stating the specific charges. By serving this notice of possible disciplinary action, the employee will be informed of a determination hearing by personal delivery or certified mail, in compliance with the Jefferson County Personnel Board Rule 6.3, category (b).

Unless waived in writing by an employee, all determination hearings will be held as scheduled. An employee has the right to representation. The conducting of these hearings is at the discretion of the Department Head and may be delegated to his designee.

The hearing is intended to provide the employee with an explanation of the charges and provide an opportunity for the employee to present their version of the incident. The response of the employee, including his own explanation of the incident if not previously obtained, or mitigating circumstances, will be noted. Suggestions or statements of the employee's representative will be courteously received and noted. The employee will be given the right to respond, orally or in

writing, to the charges made and any written response must become a part of the **DISCIPLINARY ACTION REPORT** and taken into consideration prior to a final determination being made.

It is city policy to maintain a courteous relationship with employee representative for the mutual exchange of relevant information. However, these administrative processes are not adversary hearings, and protracted or argumentative debates are to be avoided.

FINAL DETERMINATION

Within three (3) working days after the determination hearing the Department Head conducting the determination hearing will issue his or her decision in writing as to the disciplinary action to be taken, if any. If, as a result of further investigation, employee response, or other considerations, discipline is decided against, the employee will be notified, and no entry will be made in the individual's **PERSONNEL FILE**.

If disciplinary action is to be carried out, the action will be determined by sound judgment based upon:

- The seriousness of the violation.
- Mitigating circumstances, if any.
- The employee work performance record and disciplinary action history.
- Reasonable consistency in applying similar penalties to similar offenses.
- The prospect that disciplinary action may play a rehabilitative role.
- Other relevant factors arising out of city or department practice or the peculiarities of the particular incident under consideration.

Ordinarily, discipline may be applied in a progressive fashion, with a more severe penalty following successive violations. This is particularly true where a relatively minor offense is repeated. However, serious offenses may call for more severe penalties. When the final recommendation is completed, it will be sent to the appropriate person with authority to take disciplinary action in accordance with personnel rules. The recommendation will indicate the specific dates of any changes in the employee pay status such as the dates of a suspension or the dates of termination.

NOTICE

Formal notification to the employee of disciplinary action (except reprimands) will be in accordance with **Jefferson County Personnel Board RULES AND REGULATIONS 6.3 and 6.4**. The employee should sign for the copy of this letter, if presented personally, or the letter should be sent to the employee by certified mail. Copies will be provided to the City Personnel.

EMERGENCY ACTION

Actions in accordance with City Code: nothing in this policy will prevent the imposition of emergency relief of duty and/or removal from the premises in cases where such action is warranted.

APPENDIX

DOCUMENTATION CHECKLIST

Documentation should contain all the significant elements surrounding an incident. The following check list will be helpful in ensuring completeness and accuracy when preparing documentation to support the disciplinary action:

- Did you prepare a written record while your memory was still fresh?
- Have you indicated the date, time and location of the incident(s)?
- Have you noted what the employee specifically did or failed to do?
- Have you listed the specific performance standards violated or surpassed?
- Have you indicated specific rules or regulations violated or surpassed? Are copies attached?
- Have you compiled and attached all relevant records, reports, etc.?
- Have you listed witnesses?
- Did you record the consequences of the action or behavior on the employee's total work performance and/or the operation of the work unit?
- Have you been objective, recording actual observations and not personal impressions?
- Did you indicate your response to the action or behavior?
- Did you indicate the employee's reaction to your efforts to modify his/her behavior?
- Did you coordinate and consult with your supervisor on the employee's action(s) and your proposed recommendations?
- Have you included copies of written reports, memoranda, and statements of witnesses on which the recommendation is based? Included should be a statement describing the employee's side of the story.
- Are there copies of time sheets or company journal pages when cause for discipline is related to absenteeism and/or tardiness?
- What is the employee's record of prior disciplinary action? (Include dates of oral counselings, copies of Documented Oral Counselings, Written Reprimands, and prior notices of Formal Discipline: i.e., suspension or demotion).
- Have you included copies of vehicle accident or policy reports, if appropriate?

DISCIPLINE CHECKLIST

There is simply no hard and fast rule that certain behavior warrants a specific discipline in each and every case. So how do you know if you have reasonable cause for discipline and what discipline is appropriate? Listed below are questions you should ask yourself before taking disciplinary actions.

A “**No**” answer to any of the following questions may signify that reasonable cause does not exist. Please keep in mind these are only guidelines.

- Have you conducted a fair and objective investigation of the situation?
- Did you use a progressive discipline approach? If not, was the specific misconduct or job performance severe enough to warrant the proposed level of discipline?
- Have you, before administering discipline, made an effort to discover whether the employee did in fact violate or disobey the department rule, standard or order?
- Have you applied your rule, order and penalty evenhandedly and without discrimination to all employees in comparable situations?
- Was the violated rule or order reasonably related to the orderly, efficient and safe operation of the department?
- Is the degree of discipline you plan to administer reasonably related to:
 - The seriousness of the employee’s proven offense?
 - The record of the employee’s service with the department?
 - Penalties imposed previously in the department in comparable circumstances?

If you can answer “**Yes**” to all of these questions, your proposed action is probably justified and should be upheld throughout the appeal process.

STANDARDS

STANDARDS FOR WRITTEN MATERIALS

All written materials submitted for disciplinary action must reflect the professional standards of completed staff work. In other words, the report must be clear, coherent and cohesive; and the format, spelling, punctuation and grammar must be correct. Written material submitted should be proofread and all errors must be corrected.

CORRECTIONS AND REVISIONS OF WRITTEN MATERIAL

Disciplinary actions submitted may be returned to the originator for corrections in format, grammar spelling, etc. All pertinent facts and recommendations expressed in any revised letter should still reflect the intent of originator.

DIFFERING OPINIONS WITHIN THE CHAIN OF COMMAND

When a supervisor at any level has made a disciplinary recommendation and has received a contrary opinion from a higher ranking supervisor in the chain of command, the lower level supervisor may elect to do the following:

1. Consult with his/her supervisor(s) and revise the written recommendation to reflect opinions formed as a result of their discussions.
2. Take the position that the original decision should remain the same, in which case, any written recommendation should be forwarded, unchanged, through the chain of command.

In either case, the Fire Chief will review recommendations made at all levels prior to making a decision on the disciplinary action.

***All parties involved in developing disciplinary recommendations are required to maintain confidentiality.**

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 9004

SUBJECT: Report of Occurrence

SIGNED: Sam Williams, Fire Chief

BACKGROUND

Employees, supervisors, and others who are in City facilities, or involved in City operations are required to perform their job duties and responsibilities in a safe and responsible manner. If they create or witness an adverse occurrence or condition in the course of performing work, it is important that they immediately report the occurrence or condition to management, or any other individual who has the responsibility and/or technical knowledge to stabilize the occurrence or condition. This document provides the criteria for reporting occurrences and incidents, as well as the timely processing of this information by City management. Reportable occurrences require that the description, significance, causal factors, and corrective actions of the occurrence are fully documented and transmitted to City management. Acting upon reportable occurrences includes timely notification and reporting. The completed reports shall be used to analyze environment, safety, and health performance, to develop lessons learned and to prevent recurrence of undesirable occurrences in the future.

SCOPE

All employees and others performing work at or on behalf of the City are responsible for following procedures of this policy. This includes any incident that occurs on City premises or equipment to an employee, visitor, or member of the public.

PURPOSE

To establish and maintain a system for reporting operations information related to City operated facilities. Processing that information to identify the root causes of unusual, abnormal, and emergency occurrences, and providing for appropriate corrective action.

To perform the following:

- The timely identification, categorization, notification, and reporting to City management of reportable occurrences at City operated facilities.
- The review of reportable occurrences to assess the significance, root causes, generic implications, and the need for corrective actions.
- The timely evaluation and implementation of appropriate corrective actions.
- The dissemination of Occurrence Reports to prevent similar occurrences and facilitate analyses.
- The establishment and maintenance of a central City system for reporting, processing, retrieving, and analyzing Occurrence Reports.

DEFINITIONS

Occurrence: An occurrence is any event, which is not consistent with the routine operation of a City activity or the routine service of the public. It may be an accident or a situation which might result in an accident, or a potential compensable event; i.e., falls, injuries, errors, altercations, etc. In addition, events such as equipment breakdowns during operations, theft, threats of violence, etc.

are considered occurrences. The following are examples of the types of events that would warrant an Occurrence Report:

1. Any occurrence which affects the status, condition or disposition of City supplies in an improper or inappropriate manner;
2. Any occurrence which affects the status, condition or disposition of any City fixed asset (equipment, including City vehicles, or real property);
3. Any occurrence which enhances or detracts from good public relations;
4. Any occurrence deemed, by the reporting Supervisor, as appropriate for reporting.

Occurrence Report: An Occurrence Report is an administrative report for the purpose of identifying and evaluating risk and improving quality of care. (See attached Report of Occurrence Form).

POLICY

1. Anyone in a position to observe any notable occurrence that has, or will have, implications to the City or the employees of the City should report it.
2. When a serious or significant event involving an employee, visitor, or member of the public occurs, immediately notify a responsible supervisor and submit a Report of Occurrence.
3. All safety hazards, adverse occurrences with minimal or no apparent harm to anyone, should be reported.

PROCEDURES

1. Any employee who witnesses or discovers an accident, or other incident should report it immediately to their immediate supervisor and complete the Occurrence Report.
2. This policy and the attached form shall be used for all employee or City property related incidents, excluding theft incidents, which is subject to separate policy direction.
3. The manager or supervisor receiving an Occurrence Report will investigate the occurrence while the facts are fresh to determine causative factors and recommendations for future prevention. It is the responsibility of the supervisor of the area where an incident occurs to investigate the incident/occurrence, ensure the Incident/Occurrence Report Form has been filed; and for taking corrective action when a near miss, an accident, or adverse occurrence occurs in his/her area. The investigation and action taken are documented.
4. If the event has caused serious injury to someone, management must undertake a thorough analysis of the event.
5. An Occurrence Report will be completed and submitted to the employee's immediate supervisor within the shift period that the occurrence happened or was first identified by the person who discovered the event.
6. All follow-up actions taken by management in response to an Occurrence Report will be documented and kept confidential until reviewed by senior management, Legal Counsel, and Fire Chief or designee.
7. All occurrences involving City equipment that may or did result in injury or death will be reported to the manufacturer.
8. In cases where an incident or occurrence disrupts operations, managers must take appropriate immediate response(s) to:

- Ensure that the City facility/operation is stabilized or returned to a safe condition;
 - Address any potential safety issues whenever employees are treated for injuries sustained;
 - Identify any abnormal events and conditions; and
 - Record all activities and corrective actions.
9. The investigation and analysis of Occurrence Reports must be used to gain an understanding of the occurrence, its causes, and the corrective actions necessary to remedy the problem and to prevent recurrence.
10. All Report of Occurrences shall be processed through the Chain of Command. The Operations Chief shall maintain the master file for all submitted reports. The following includes an incomplete list of what should be used when processing Reports of Occurrences. Place the corresponding number of the area on the upper right hand corner of the report and file in the appropriate folder.
1. Communications Problems
 2. Complaint Against Crews
 3. Damaged or Lost Equipment
 4. Dispatch/Run Zone Related Occurrences
 5. EMS Related Occurrences
 6. Equipment found in Substandard Condition
 7. Facility Damage
 8. FPB Related Occurrences
 9. Incident Related Occurrences
 10. SSD/CHP Related Occurrences
 11. Station or Equipment Vandalism
 12. Vehicle Accident
 13. Miscellaneous
 14. Safety Related Occurrences
 15. Staffing Related Occurrences
 16. Lost/Stolen Personal Items
 17. Automatic Aid Run Problems
 18. Other

DOCUMENTATION

An electronic version of the Report of Occurrence is available in Metro_drive\$ on 'Smfd_fire2" [P:] in the Forms folder.

REPORT OF OCCURRENCE

As far as possible, all reports should contain the initial information reported by the employee through the subsequent actions taken in response to the report by management.

1. Subject: Name or description of incident or occurrence.
2. Time and Date: Time, shift, and date of occurrence.
3. Location: Brief description of incident location.
4. Summary of Occurrence or Incident: In this space the reporting employee shall explain only the facts as to what occurred (not expressions of guilt or fault finding). As indicated on the form, information provided shall include what happened, when it happened (date and time), why or how the incident occurred and the persons involved (state only those present, and their actions; do not imply or suggest value judgments as to the appropriateness of the individual's actions). All personnel listed in the report shall be made aware of it and have the opportunity to read it. Attention should be placed on making the report simple, clear and inclusive. Many reports omit critical information or contain confused narratives. A simple, chronological narrative works best.
5. Remarks or Recommendations of Reporting Employee: This space shall be used to note concerns or recommendations the employee has regarding the reported incident, but does not include comments relating to personnel matters (discipline or counseling, etc.). Supervisor can add additional comments, if needed. Example: "Fence needs to be replaced."
6. Names/Titles: First and last names and titles of persons involved if appropriate - both City employees and others involved in the incident. If victim names must be withheld, please at least specify gender, and, if possible, approximate or specific age.
7. Agencies: Any other entities or agencies involved or to become involved in the incident. Optional if deemed immaterial to the report.
8. Media: The level of media interest and involvement.
9. Contact: Name and telephone number of the person who can be contacted for additional information, or a 24-hour contact number.
10. Reporting Employee: The name, title, and employee number of the person submitting the report, which should appear on the report itself, along with signature and date.
11. Routing: Check the division(s) to which the report applies. Multiple locations may be checked, if needed. The reviewing chief (the first Chief Officer within the Chain of Command) will copy and distribute the report to all checked locations.
12. Action taken at the Reporting Level: This space shall be used to note actions taken by the reporting employee to deal with, or correct, the consequences of the reported incident. Any additional action taken by the reporting employee's supervisor would also be listed here. Example: For a fence that blew down. "Fence was raised and braced until permanent repairs can be made."
13. Status of the Matter: What is being done and/or will be done next. Optional in routine cases. It is presumed that investigations will always take place when appropriate. The status is important only in major incidents in which extensive follow-up will occur.

14. Reviewing Supervisor/Manager: Signature, employee number and date as indicated.
15. Administrative Comments or Follow-up: This space is for Administrative use only. (The final reviewing Chief Officer.) If any action is taken the original reporting Supervisor will be notified.
16. Reviewing Administrative Officer: Signature, employee number, rank and date as indicated.

From Division/Station: _____ Shift: _____

Copy Sent To: ADMN EMS FPB FLEET HR
LOG OPS TECH SERV TRNG OTHER

Type of occurrence (state who, what, when, why, or how as applicable):

Action taken at reporting level:

Remarks or recommendations of the reporting employee:

Reporting Employee: _____ Emp. # _____ Date: _____
(Type or print)

Reporting Employee Signature: _____

Initial Reviewing Battalion Chief: _____ Emp. # _____ Date: _____
(Type or print)

Initial Reviewing Battalion Chief Signature: _____

Administration Comments and/or follow-up:

Final Reviewing Shift A/C Signature _____ Emp.# _____ Date: _____

Route: Day Ops A/C
Initial _____ Date: _____

Route: Ops D/C
Initial _____ Date: _____

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 9007

SUBJECT: Substance Abuse Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE:

To prevent any effects of drugs or alcohol from reducing the chances of personnel protecting life safety, property, and the general well being of employees and citizens of Jefferson City. A drug/alcohol-free work environment is essential to providing citizens and the general public with quality services. The City and this Department are concerned with the welfare of its employees and the general public. The misuse of drugs/alcohol will adversely affect employees' safety and health, seriously impair their value as employees, and constitute a danger to both co-workers and the public. Perceptions of the public are very important to the Fire and Rescue Service Department. The physical well-being and mental alertness of employees is essential to the employees in this department. This department has the responsibility to conduct its operations in the most efficient and effective way. To do this, employees must maintain productive skills and services at the highest level possible. Illegal drug use is a serious criminal activity and is prohibited by Jefferson City and this department.

POLICY:

It is the policy of this department to maintain a drug-free workplace. Consumption of alcohol or being under the influence of alcohol on city property, whether on duty or off duty, is specifically included in the concept of a drug-free and alcohol-free workplace.

- A. The City and the Department will assist employees who request help because of a drug, substance, or alcohol dependency problem, including confidential counseling and rehabilitation through the City's Employee Assistance Program (EAP). Participation in the EAP does not automatically exempt an employee from disciplinary action for violation the City's substance abuse policy. However, employees who come forward on a voluntary basis and request help for a substance abuse problem prior to being notified to take a drug or alcohol test (and are not facing possible disciplinary action), obtain counseling and rehabilitation through the EAP or other source, refrain thereafter from violating the substance abuse policy, and agree to voluntarily undergo a two year program of unannounced drug/alcohol testing will not be discharged. However, this section shall not apply in any case where drugs, such as LSD or PCP, might result in some future job performance impairment.

Any employee who has entered into the two year unannounced drug/alcohol testing agreement will have to conduct a minimum of six unannounced tests over a twelve month period. Each employee subject to such testing agreement must be tested on each occasion of unannounced testing for the department as well.

- B. The unlawful manufacture, distribution, dispensation, possession, presence, or use of a controlled substance (illegal drug or drug paraphernalia) is illegal and is grounds for dismissal.

- C. The use, sale, purchase, transfer, or possession of alcohol in the workplace is prohibited, provided however that employees who sell, purchase, transfer, or possess alcohol within the scope of their assigned duties shall not be deemed to have violated this policy.
- D. The department may conduct searches for illegal drugs or alcohol on city premises based on reasonable suspicion. This might include lockers, city vehicles, personal vehicles parked on department premises, and searches of employees when there is a reasonable and articulable basis upon which to believe that illegal drugs or alcohol have been brought onto the property and the search is conducted on departmental premises. All searches must have prior approval of the Jefferson City Attorney.
- E. The department may require drug/alcohol testing of an employee: 1) based on reasonable suspicion, 2) when involved in an accident, 3) who is providing safety-sensitive services, 4) who operates motor vehicles or dangerous machinery, or 5) who seeks promotion into a safety sensitive position.
- F. It shall be the policy of this department and Jefferson City not to hire applicants who currently use any illegal drug, in any amount, regardless of frequency. All job applicants to whom a conditional job offer is made will undergo urinalysis as part of a post-job offer medical examination.
- G. The use of over the counter medications or drugs prescribed by a physician when used in the manner prescribed is not intended to be covered by this policy. Employees using such drugs are responsible for being aware of any potential effect such drugs may have on their reactions, judgment, or ability to perform their duties. If impairment is likely, employees must report such use to their supervisor prior to beginning work.
- H. Any violation of this policy shall result in disciplinary action, which may include termination, even for a first offense. A refusal by an employee to take a drug/alcohol test authorized by this policy or a positive random or unannounced test result shall be deemed a violation. Such employees shall be terminated. A new applicant for employment who refuses to take a drug/alcohol test or has a positive test will not be hired.

Any disciplinary action taken as a result of a violation of this policy shall be appealable.

CATEGORIES OF DRUG TESTING

- A. Preemployment. All job applicants, as well as incumbent employees seeking employment in safety sensitive positions, will be tested before their appointment is final.
- B. Reasonable Suspicion. Any employee for whom reasonable suspicion of drug/alcohol abuse has been established may be tested. Reasonable suspicion is an articulable belief that an individual is using or has used prohibited drugs based upon specific, objective facts and inferences which may be reasonably drawn from those facts. These may include, among other things, the following:
 - 1. Direct observation of prohibited drug/alcohol use.
 - 2. Physical symptoms or manifestations of being under the influence of a prohibited drug. Examples include slurred speech, alcohol on breath, inability to walk a straight line, verbal or physical altercations, poor or deteriorating job performance, faulty judgment, absenteeism or tardiness, tremors, watery or red eyes, disorientation, lack of concentration, poor muscular control, and abnormal conduct or erratic behavior.

3. A report of recent prohibited drug/alcohol use provided by a reliable and credible source.
 4. Evidence that an individual has tampered with a drug test.
 5. Evidence that an individual is actively and currently involved in the unauthorized use, possession, sale, solicitation, or transfer of prohibited drugs/alcohol.
- C. **Post-Accident.** Any employee involved in a job related accident involving the apparent violation of any safety rule or standard which resulted in serious injury or property damage may be subject to drug/alcohol testing. Post-accident testing shall be required if the employee's conduct or performance either contributed to an accident or cannot be completely discounted as a contributing factor in the cause of an accident. After the accident, the employee may be required to go to a collection site and provide a urine sample as soon as possible after the accident but no later than 32 hours afterwards. If it is suspected that alcohol use by the employee may have been a factor, then the employee may be required to submit to a breath alcohol or other alcohol testing method as soon as practicable under the circumstances. In determining whether to require an employee to submit to a drug/alcohol test following an accident, the decision maker shall be guided by the seriousness of the accident event, such as whether the accident produced substantial damage or death or injury to any person; the level of negligence or fault of the employee in the accident as related by witnesses or circumstances; any direct or circumstantial evidence indicating recent drug or alcohol use by the employee involved in the accident.
- D. **Random.** Any person employed may be tested under any of the conditions above or tested on a random basis. Random basis test means testing in which every member of the population of those employees designated for random testing has an equal chance of being selected for testing.

Only the department head (the Fire Chief) is authorized to require a drug/alcohol testing on the basis of reasonable suspicion or in the case of a job related accident. The Fire Chief will act on the recommendation of subordinates that receive a report of a suspicious activity by an employee. Except as provided herein, all cases involving reasonable suspicion or post-accident testing must be immediately documented in writing to the City Attorney and Director of Personnel.

Written documentation shall detail the specific facts, symptoms, or observations which formed the basis for the determination that reasonable suspicion or post-accident testing was warranted. The facts underlying the reasonable suspicion or the decision to test after an accident shall be disclosed to the employee by the Attorney.

DRUGS AND DRUG TESTING PROCEDURES

Employees may be tested for those controlled substances that most frequently are the drugs of abuse. The list includes:

1. Amphetamines
2. Marijuana
3. Opiates
4. Cocaine
5. Phencyclidine

Since it is the intent of this policy to test for those controlled substances that most frequently are the drugs of abuse, the preceding list is subject to continual review and modification. Additionally, employees may also be tested for alcohol abuse.

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Specimen collection, chain of custody, initial and confirmatory testing, and reporting and medical review of drug testing results shall be governed by Subpart B of the Mandatory Guidelines for Federal Workplace Drug Testing Programs adopted by the U.S. Department of Health and Human Services. Only laboratories currently certified to meet Subpart C of the Mandatory Guidelines for Federal Workplace Drug Testing Programs shall be used for drug testing.

AUTHORITY

The authority vested in the Fire Chief by the Code of Alabama, Section 11-43-140.

JEFFERSON CITY FIRE DEPARTMENT

POLICY NUMBER. 9008

SUBJECT: Equipment Use Policy

SIGNED: Sam Williams, Fire Chief

PURPOSE

Outline the expectations, policies, and procedures to follow regarding the use of Jefferson City Fire Department and Rescue Service equipment by employees. This policy is to be followed by all officers and members of this department. Authority to deviate from this policy/procedure rests with the officer in charge of the incident who will be responsible for the results of any deviation.

POLICY

It is the policy of the Jefferson City Fire Department that the use of Jefferson City Fire Department and Rescue Service equipment and resources for personal use is permitted by authorized personnel with the permission of acting supervisor and the completion of the Equipment Usage Permission Form (see below) based on the following guidelines:

- A. Equipment must not be permanently assigned to by current in service apparatus of the department.**
- B. Equipment Usage Permission Form must be completed and approved prior to removing the equipment the station. If this is not completed, progressive discipline will take place.**

Equipment Usage Permission Form

Section 1

This Section should be completed by the person requesting use of equipment

1) Name: _____

Rank: _____

2) Date Form Submitted: _____

3) Station Number: _____

4) Equipment Requested: _____

5) Date Equipment will be Returned: _____

Section 2

This Section should be completed by the approving supervisor

1) Name of Supervisor: _____

Rank: _____

2) Result of Review of Permission Form (Check One):

APPROVED

REJECTED

3) Date Equipment was Returned: _____

Employee Signature: _____

Supervisor Signature: _____