PREFACE

PREFACE

Table of Contents

Chapter 1 - User Guide and Glossary

User Guide

100.1

INTRODUCTION

The purpose of this guide is to familiarize users of Lexipol's Fire Procedures with their basic style, format and structure.

STRUCTURE

Each Fire Procedure is organized into these sections:

A. Purpose and Scope: Brief summation of the document.

B. Corresponding Policies: Points users to polices in the Lexipol Fire Manual that correspond with a specific procedure document.

C. First Five Minutes: Tasks and instructions for first-on-scene responders; appears only in operational procedures. When creating a non-operational procedure, skip this section but retain overall structure and format,

D. Procedures: Resource deployment, operations, personnel, apparatus.

E. Universal Practices: Commonly used, best practice information about procedures.

F. Decision tree: Illustrated procedure guide for operational policies.

FORMAT

Every procedure has a label and procedure number.

A. Section numbers contain a procedure number. For example, in Chapter 3 in the procedure titled Apparatus Driving Safety, 300.1 is Purpose and Scope and 300.2 is First Five Minutes.

   1. Sections are organized in tiers designated by letters, then numbers, then symbols. An exception appears in the First Five Minutes section
      # This symbol designates First Five Minutes tasks.

      • This symbol calls out items of instruction within a task.

B. When inserting information into sections, remember that general information goes into the lettered section, followed by:

   1. Specific information or instructions related to the lettered section in a numbered subsection.

      • Any information used to further explain the numbered subsection uses this symbol.

         o A list within a list may include detail requiring this symbol.

STYLE

The term “style” refers to the rules Lexipol follows for spelling, punctuation, grammar and other issues. These guidelines maintain consistency, which should help Fire Procedures users have a clear, uniform understanding of regularly used terms, acronyms and other elements throughout the documents. Here are style issues you may encounter:

Acronyms: When using an acronym, spell it out on first use within a document. For example, write *personal protection equipment* on first reference. If it is used again in the procedure, add the acronym in parentheses and use the acronym on second and later references.

Abbreviations: Abbreviating a commonly used term is acceptable in some cases, such as when the term is familiar, and the meaning of the abbreviated word is universally known. Examples are *HAZMAT* and *decon*.

Citations: Citations relating to operational procedures will appear in guide sheets. The guide sheets will cite to national fire service standards and sources used to develop best practice.

GLOSSARY

A glossary of terms and phrases used within the procedure documents and decision trees follows this user guide.

GUIDE SHEETS

Guide sheets offer direction for customizing content for your agency, if necessary. They also contain a list of references, such as NFPA standards and International Association of Firefighter best practices.

Glossary

101.1
Active shooter/violent incident operational zones:

- **Cold zone** – Area outside of the immediate threat deemed safe enough for personnel to assemble and work at a Casualty Collection Point (CCP) without concern for migration of the threat.
- **Warm zone** – Area that is relatively secure and that is entered by personnel as part of a team to extract viable patients to a CCP.
- **Hot zone** – Area entered only by law enforcement personnel. The hot zone includes any area where a suspect or suspects may be located and that is not under the control of law enforcement.

Anchor point – A safe area from which wildfire operations start.

Annunciator or fire alarm control panel (FACP) – A control station for an alarm system within a building.

Apparatus – Any emergency fire response vehicle.

- Aerial: Apparatus with a mounted ladder or tower capable of elevating, rotating, and extending.
- Engine: Apparatus with pump, water, and hose.

Cache – A complement of predetermined tools, equipment, and supplies stored in a designated apparatus location and ready for use by a Rapid Intervention Team.

Casualty collection point (CCP) – A geographic location at or near the scene of an active shooter/violent incident to which victims are extracted. Depending on the size of the incident, there can be multiple casualty collection points. This area should serve as the initial point where all patients will be formally triaged, treated, and transported.

Civil disorder – Any public disturbance involving acts of violence by assemblages of three or more persons that causes an immediate danger to, or results in damage or injury to the property or person of, any other individual (18 USC § 232).

Civil disorder operating zones:

- Cold zone – Area outside of the immediate threat deemed safe for personnel to operate without concern for migration of the civil disorder threat.

- Warm zone – Area that is relatively secure and where personnel can operate with or without law enforcement personnel present, depending on a threat assessment performed by the Incident Commander (IC).
- Hot zone – Area that, based upon a threat assessment, is deemed too unstable or unsafe for personnel to operate.

Conditions, Actions, Needs (CAN) situation report – Information reported to the Incident Commander (IC) by on-scene personnel regarding conditions being experienced, actions being taken, and support or resources needed to accomplish a given task.

Division – Used to divide an incident into geographical areas of operation. Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

Fire attack modes:

- Defensive: Fire attack initiated and completed from the exterior.
- Offensive: Fire attack initiated from the interior.

Fire control room – A centralized location within a structure that houses the controls for emergency fire detection/suppression systems.

Flow path – The movement of hot fire gases from the seat of the fire toward openings in the buildings and the movement of fresh air toward the fire.

Group – Established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function and are not necessarily within a single geographic division.

Hazardous materials (HAZMAT) operational zones (hot, warm, cold):

- The exclusion zone (or hot zone) is the area with actual or potential contamination and the highest potential for exposure to hazardous substances.
- The contamination reduction zone (or warm zone) is the transition area between the exclusion and support zones. This area is where responders enter and exit the exclusion zone and where decontamination activities take place.
- The support zone (or cold zone) is the area of the site that is free from contamination and that should be safely used as a planning and staging area.

Immediately dangerous to life or health (IDLH) – Used to describe an atmosphere that poses an immediate threat to life, would cause irreversible adverse health effects, or would impair an individual's ability to escape from a dangerous atmosphere.

Incident action plan (IAP) – An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may identify operational resources and assignments. It may also include attachments that provide direction and important information for managing the incident during one or more operational periods.

Incident Command/Commander (IC) – The individual responsible for all incident activities, including the development of strategies and tactics, and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for managing all incident operations at the incident site. This will initially be the first responder to arrive on-scene and will be transferred to a senior officer upon his/her arrival.

Incident hot zones – For other than HAZMAT incidents and active shooter/violent incidents, the zone where hazards are present requiring implementation of scene safety practices. The incident conditions dictate the hazard zone and what scene safety practices should be implemented.

Landing zone (LZ) – A designated location for a helicopter to take off and land.

Lookout – An on-scene member tasked with paying attention to changing scene environments to provide warning to working personnel. During periods of civil disorder, the lookout may also be tasked to keep watch over, and alert law enforcement and incident command, of any attempts by the public to damage, sabotage, or take apparatus and equipment, or otherwise interfere with fire operations.

Mayday – A call indicating a firefighter may be in distress and in need of rescue, including being disoriented, trapped, or injured.

Mutual aid – The provision of personnel, equipment, materials, or associated services to another jurisdiction for the purpose of aiding in fire suppression or other emergency incidents. Mutual aid is generally authorized in a written agreement between and among agencies/organizations and/or jurisdictions, or by state law or regulation.

Glossary

Personnel Accountability Report (PAR) – A roll-call system designed to confirm the identity, location, and well-being of all personnel working at an incident.

Qualified officer – A member with the Incident Command System certifications and any other qualifications necessary to assume fireground responsibilities or an event occurring on the fireground, such as a Mayday.

Rapid intervention team/crew (R IT/RIC) – A team of two or more firefighters dedicated solely to rescuing firefighters in distress.

Rehabilitation (Rehab) – To restore or bring to a condition of health or useful and constructive activity.

Risk assessment – The process of identifying fireground hazards and the potential impact of those hazards on firefighter safety when engaged in specific fireground assignments or tasks.

Rules of Air Management (ROAM) – A system used by firefighters to remain aware of how much breathing air is in the SCBA and ensure there is enough breathable air for a safe exit from an IDLH environment.

Size-up – The initial and ongoing process of gathering and analyzing information critical to incident factors that lead to problem identification.

Span of control – The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.

Staging – Location established where resources can be placed while awaiting a tactical assignment.

- Primary or Level 1 staging: As determined by department policy, the location for incoming units. Generally, this should be about one block from the incident.

- Secondary or Level 2 staging: The location to which all second or greater alarm or mutual-aid companies report.

Tactical withdrawal – The cancelation or withdrawal of a response or operations based on conclusions from a threat assessment, or a report from the incident command structure above that of an IC, of a credible threat of violence to personnel while responding to or operating at any incident.

Task force – A group of apparatus and personnel assembled and assigned to operate as a response and operations unit.

Temporary refuge area (TRA) – Area of relative safety for members to retreat during wildfire operations.

Temporary traffic control devices (TCD) – Cones, flares, flashing lights, signs, and other devices used to direct traffic around emergency scenes.

Threat assessment – An initial and continuing review of civil disorder conditions, the nature of the call for service, and on-scene conditions, resulting in a determination to either:

- Initiate or continue a response.
- Continue or terminate operations.

The actions and conduct of persons at an event should be a primary element of the ongoing scene-safety evaluation. Certain types of events, certain actions taken by individuals involved in events, and a variety of other circumstances should trigger a heightened awareness and consideration of personnel safety. Situations or circumstances that should initiate such consideration include:

- Any situation involving shots fired, or on any scene where shooting occurs or is heard in the immediate vicinity.
- Any time a subject challenges or threatens members of the department with violence or harm.
- Any scene where members of the department are attacked in any way. Examples include rocks, bottles, or other projectiles thrown or launched at members or department vehicles or apparatus; individuals attempting to gain access to department vehicles or apparatus; or any direct act of violence committed against members of this department.

Any event involving civil disturbance, large-scale demonstrations, or protests. This includes any event involving a large gathering of people where the nature of the activity appears to include violent confrontation or the perceived threat of violent confrontation between opposing groups, or between the protesters and law enforcement personnel or other government representatives.

Glossary

Traffic Incident Management System – All-hazard management program for managing roadway incidents.

Unified command (UC) – An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Chapter 2 - Readiness and Command

Operational Readiness

200.1 PURPOSE AND SCOPE

This document provides daily operational readiness procedures for Fallen Leaf Lake Fire Department personnel. These procedures should be implemented at the start of each shift (tour).

Corresponding Policies:

Emergency Response
Fire Station Living
Fireground Accountability
Minimum Staffing Levels
Personal Protective Equipment
Vehicle and Apparatus Inspections, Testing, Repair and Maintenance

200.2 FIRST FIVE MINUTES

At the start of each shift:

#The Company Officer should:

- Conduct roll call
- Provide a staffing report to the Assistant Chief
- Assign riding positions
- Outline tasks to be completed during the shift
- Inspect all Department personnel accountability materials assigned to the Company Officer, direct all driver/operators to inspect all personnel accountability materials assigned to the apparatus and direct all firefighters to inspect all individual personnel accountability materials. Any missing or damaged personnel accountability materials should be reported to the Company Officer as soon as is reasonably practicable.

#The Assistant Chief should ensure all companies are staffed per department policy.

200.3 PROCEDURES

Members with responsibility for operational readiness include:

200.3.1 ASSISTANT CHIEF

The Assistant Chief should be responsible for every station, apparatus and member assigned to his/her battalion.

Priority should be given to:

(a) Assigning resources so that all stations and companies are staffed according to department guidelines.

(b) Checking status so that all companies are in-service or otherwise accounted for.

200.3.2 COMPANY OFFICER

The Company Officer should be responsible for firefighters assigned to the company or companies under his/her command and the overall condition of the apparatus and station.

Priority should be given to:

(a) Instructing and directing firefighters to understand responsibilities during emergency responses.

(b) Instructing, directing and supervising firefighters to understand and complete assigned tasks.

(c) Directing firefighters to initiate repair or replacement of damaged, inoperable or missing equipment.

200.3.3 OPERATIONS

Operators should be responsible for conducting a daily inspection of all apparatus established by the Department.

(a) The inspection should include all items and provisions identified to ensure safe operational status in the Department policy.

(b) When an apparatus becomes inoperative or in need of a repair that affects safe operation, the Company Officer should be immediately notified.

    1. If the Company Officer determines that the apparatus is not safe to operate, it should be removed from service as soon as practicably reasonable.

    2. Any safety-related deficiency that does not require the apparatus to be taken out of service should be repaired as soon as practicably reasonable.

(c) Diesel exhaust emission systems should be inspected to make sure they are attached and operating properly. Systems not operating properly should be reported to the Company Officer.

200.3.4 FIREFIGHTER

Firefighters should comply with the following requirements:

(a) Inspecting his/her personal protective equipment and placing it on or near the apparatus for quick donning.

(b) Inspecting and testing his/her assigned self-contained breathing apparatus and knowing where it is stored on the apparatus.

(c) Understanding the responsibilities of his/her position during emergency response.

(d) Inspecting tools assigned to his/her unit.

(e) Complying with the department personnel accountability system and reporting any damaged or inoperative personnel accountability equipment to the Company Officer.

(f) Assisting the driver/operator with inspecting tools, equipment and supplies assigned to the apparatus.

(g) Serving as spotter when the operator is backing the apparatus.

(h) Reconnecting the vehicle exhaust removal system after each call. This should be assigned to the firefighter sitting in the position closest to the apparatus exhaust.

Incident Command and Control

201.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures to establish command for Fallen Leaf Lake Fire Department units responding to emergency incidents.

Corresponding Policies:

Emergency Response
Fireground Accountability
Incident Management
Staging

201.2 FIRST FIVE MINUTES

The first arriving department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)

The Incident Commander (IC) should:

#Establish the department personnel accountability system.

#Perform or direct another member to perform a 360 assessment of the incident and report the results to the IC.

#Declare an offensive or defensive strategy.

#Confirm scene safety for all Emergency and Medical Services (EMS) incidents.

#Begin incident stabilization (reactive mode to proactive mode).

#Assign critical tasks.

#Call for any additional resources as appropriate.

#Refer to the Unified Command Procedure if the incident involves multiple jurisdictions or multiple agencies/organizations within a single jurisdiction.

201.3 PROCEDURES

201.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus should respond to the scene and position to fulfill its assignment, or stage, as directed by the IC.

    (a) Initial arriving apparatus should leave access for later arriving units.

(b) Apparatus not immediately required for stabilization of the scene should stage in an area that allows critical units access to the scene.

(b) Personnel

1. Personnel should be in personal protective equipment (PPE) suitable for the response.

201.3.2 OPERATIONS

(a) Incident Command and Command Modes

1. Whenever practicable, after establishing command the IC should declare Command Mode and not engage in any firefighting operations. He/she should locate and establish a command post and advise Dispatch and fireground personnel of the command location.

2. When the IC declares Command Mode, he/she should assign the remainder of the crew consistent with one of the following options, depending on resources and scene conditions:

(a) A member of the company should be designated as the acting officer and command the remainder of the crew for tactical assignments.

(b) The remaining company personnel should be assigned to staff functions to assist the IC.

(c) The remaining company personnel should be assigned to another company.

3. Investigative and Fast Attack Modes

(a) When the IC determines Command Mode is not reasonably practicable and, based on scene conditions and resources, decides that he/she should engage in firefighting operations, he/she should declare either an Investigative Mode or Fast Attack Mode:

- Investigative Mode – The IC is with investigating crews.
- Fast Attack Mode – The IC has determined that his/her direct involvement in the fire attack will make a positive difference in the outcome of the incident and participates in rescue, suppression or crew safety activities.

(b) When in Investigative or Fast Attack mode, the IC should have a portable radio and make appropriate communications and assignments for incoming units.

(c) As soon as it is practicable, an IC in Investigative or Fast Attack mode should either transfer command to a qualified officer who can assume Command Mode or have incoming units take over investigative or fire attack tasks to allow him/her to assume Command Mode.

4. Transferring command

(a) Depending on staffing and the situation, command may be transferred to a later arriving qualified officer or an officer of superior rank/experience.

(b) Whenever practicable, transfer of command between the initial IC and the qualified officer assuming command should be face-to-face.

(c) The IC transferring command should provide a verbal report to the qualified officer assuming command. Whenever practicable, the report should be given in written form as well and should include, but not be limited to:

- Conditions encountered on arrival.
- Strategic and tactical objectives.
- Crew assignments and locations.
- Current outcome of strategy and tactics.
- Any significant obstacles.
- Personnel accountability report.
- Plans for future operations.

(d) Following the transfer of command, the qualified officer assuming command should notify Dispatch and all incident personnel via the fireground channel that he/she is now in command.

Unified Command

202.1 PURPOSE AND SCOPE

This document provides the procedures for establishing a unified command for the Fallen Leaf Lake Fire Department operating at a multi-agency and/or multi-jurisdictional incident.

Corresponding Policies:

Incident Management
National Incident Management (NIMS) Training

202.2 FIRST FIVE MINUTES

The first arriving unit should contact Dispatch and:

#Provide the following information:

- Unit on-scene
- Initial scene size-up
- Primary (Level 1) Staging area
- Unit assuming incident command (IC)

#Advise that the incident requires establishment of a Unified Command (UC) and identify:

- The initial required UC departments, if the incident is contained to a single jurisdiction.
- Agencies, if the incident will require multi-jurisdictional UC.
- Location of an initial command post for the UC.

#Establish the department personnel accountability system. Personnel accountability remains the responsibility of each agency.

The UC should:

#Select a spokesperson for a single point of contact.

#Set priorities and objectives.

#Develop an Incident Action Plan (IAP).

#Develop a Communications Plan.

#Account for capabilities and constraints.

#Develop and adopt an overall strategy based on the priorities and objectives and capabilities.

202.3 PROCEDURES

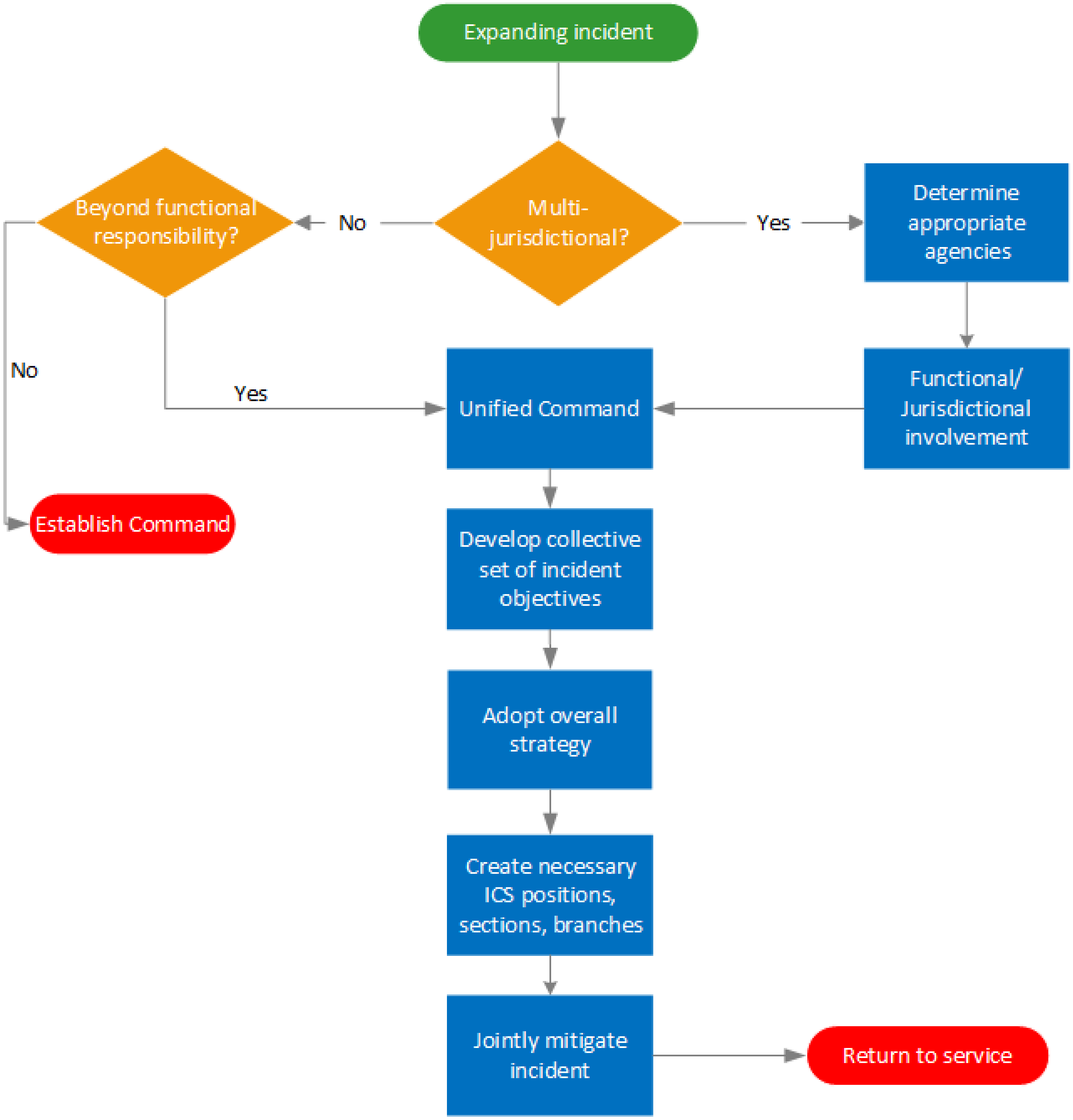
(a) Before continuing to participate in a UC in another jurisdiction, the Fallen Leaf Lake Fire Department should satisfy the following requirements:

1. Have the authority or functional responsibility to participate in the incident.
2. Have an area of responsibility that is affected by the incident or response operations.
3. Have the authority for commanding, coordinating or managing a major aspect of the response.
4. Have the resources, including funds to support participation in the response organization.

(b) The department UC representative(s) should:

1. Be trained in the Incident Command System.
2. Have decision-making authority and capacity for the full duration of the incident.
3. Have the authority to commit and direct Fallen Leaf Lake Fire Department resources, including funding, to the incident.
4. Maintain any other credentials or qualifications required by law or policy for participation in a UC.

202.4 PROCEDURE DECISION TREE



Physical Asset Management

203.1 PURPOSE AND SCOPE

This document provides procedures for managing the Department's physical assets.

Corresponding Policies:

Physical Asset Management

Use of Department-Owned and Personal Property

Use of Personal Communication Devices

Use of Department-Owned Vehicles

Non-Official Use of Department Property

203.2 INVENTORY CONTROL

The Chief or the authorized designee should establish an accurate inventory-control and record-keeping system for tracking the department’s physical assets.

203.2.1 INITIAL INVENTORY

- When developing a new inventory control system, asset counts can be divided into smaller tasks and spread out over time.
- Additionally, a risk-based approach may be used to determine which capital assets to count first and which ones to count later. Where the risk of loss is high, inventory counts should be scheduled as soon as possible.
- Upon acquisition of a new physical asset, an inventory record should be created and the appropriate information documented before placing the asset into operation or service, in accordance with the Physical Asset Management Policy.

203.2.2 INVENTORY REVIEW

An inventory review of all physical assets should be conducted at least annually. The purpose of the inventory review is to maintain an accurate and complete record of department physical assets. Both the initial inventory and all inventory reviews should be supervised by a person designated by the Chief or the authorized designee.

203.3 DISPOSAL OF PHYSICAL ASSETS

In order to accurately track and classify how a physical asset is disposed of, including sale, donation, transfer, salvage, or scrap, members responsible for recording the disposal should use the inventory-control and record-keeping system so that the transfer may be accurately classified.

203.4 LOSS, DAMAGE, OR DESTRUCTION

Members should report the loss, damage, or destruction of department physical assets not assigned to them under the Use of Department-Owned and Personal Property Policy to their commanding officer, the Chief, the appropriate committee chairperson, or the authorized designee for review and investigation according to the Physical Asset Management Policy.

Members experiencing loss, damage, or destruction of physical assets assigned to them should make all reports according to the Use of Department-Owned and Personal Property Policy.

203.5 SURPLUS OR OBSOLETE ASSETS

Physical assets that are no longer utilized by the department should be identified and classified as surplus or obsolete and stored or disposed of by the Chief, the appropriate committee chairperson, or the authorized designee according to the Physical Asset Management Policy.

203.6 CORRESPONDING PROCEDURES

Purchasing and Procurement

Petty Cash

204.1 PURPOSE AND SCOPE
This document provides procedures for administering and maintaining a petty cash fund.

Corresponding Policies:

Petty Cash

204.2 RECEIPT OF FUNDS
The custodian should:

(a) Confirm and document (if any of these cannot be confirmed, the cash should be refused):

1. Amount received.
2. From whom.
3. From what source.
4. That the funds have been approved for the petty cash fund, in accordance with the Petty Cash Policy.

(b) Record the deposit in the petty cash account ledger, completing all information.

(c) Place the cash in the petty cash box, drawer, or locker.

(d) Secure the petty cash box, drawer, or locker.

(e) Issue a receipt to the member delivering the funds for the full amount of the funds received.

204.3 DISBURSEMENT OF FUNDS

(a) The custodian should observe the following procedures:

1. Confirm and document that the reason for the expenditure and the amount are appropriate under the Petty Cash Policy. If either is not appropriate, the request should be refused, and the reason for refusal should be documented.
2. Where the request is for reimbursement, see that a petty cash voucher is completed and the receipt attached.
3. Where the request is for cash to make a purchase, see that a petty cash voucher is completed and the member signs for receipt of the designated funds.
4. Retrieve the voucher amount from the secured box and re-secure.
5. Record the withdrawal on the petty cash account ledger and all associated documentation, including completed vouchers and receipts.

(b) Where a member returns excess funds received in cash for a purchase, follow the procedure for receipt of funds, above.

(c) If funds are being disbursed to the custodian for a purchase, the custodian should always have another member witness the disbursement. The witnessing member and the custodian should sign all vouchers for petty cash disbursed to the custodian.

(d) Funds, other than those received from an authorized department account, should not be deposited into the petty cash account. All funds received from any other sources, except from a member who received cash for a purchase and returning excess funds, should be turned over to the administrator, treasurer, or their authorized designee for disposition.

204.4 ACCOUNT DISCREPANCIES AND MALFEASANCE

When a review associated with replenishment, change in custodian, or an audit reveals a discrepancy or possible malfeasance:

(a) Discrepancies

  1. The administrator, treasurer, or their authorized designee and the chair of the audit committee should meet with the custodian as soon as practicable to review the ledger and supporting documents for the purpose of determining how the discrepancy occurred, and to the balance the account.

  2. Where the discrepancy is resolved and no finding of violation of policy or procedure occurred, the discrepancy and the resolution should be noted in the ledger and made part of the motion to approve replenishment.

(b) Violation of policy procedure or law

  1. Where the review of any discrepancy results in a determination that the custodian violated policy or procedure or may have committed a criminal offense, the administrator, treasurer, or their authorized designee, in the presence of the agency secretary or the chair of the audit committee should:

    (a) Take physical control of the petty cash funds, petty cash ledger, all supporting vouchers, and receipts from the custodian.

    (b) Make a notation in the ledger of:

      1. When control was taken.

      2. Who was present.

      3. How much was in the fund.

    (c) Have the custodian sign the leger to confirm the above information. Where the custodian refuses to sign, the refusal should be noted, and the other member present should sign.

  2. Where the custodian refuses to turn over the petty cash funds, law enforcement should be contacted and a report filed.

  3. At the discretion of the administrator, treasurer, or their authorized designee, the audit committee or independent certified public accountant should be assigned the task of conducting an audit to confirm violation of policy or procedure or possible criminal activity.

(a) The audit should be completed within 10 business days.

(b) The audit results and conclusions should be considered confidential and should be delivered to the administrator, treasurer, or their authorized designee and no other individual.

4. Determination may take one or a combination of the following forms:

(a) Determination that no violation of policy or procedure or possible criminal activity occurred.

(b) Determination that there was a violation of policy or procedure, with no loss of funds.

(c) Determination that there was a violation of policy or procedure, with loss of funds, but no criminal activity.

(d) Determination that there was a violation of policy or procedure, with loss of funds that may constitute a crime.

5. Resolution:

(a) In the event that the determination is 4(b), or 4(c), the administrator or their authorized designee may determine the appropriate discipline, if any, up to and including termination of membership.

(b) In the event that the determination is 4(d), the executive committee may determine the appropriate discipline, if any, up to and including termination of membership, and the matter should be reported to local law enforcement or the prosecutor.

204.5 PETTY CASH PROCEDURE WORKSHEET

RECEIPT OF FUNDS

Activity	**Yes**	**No**	**Comments**

Can funds be accepted?			Confirm the following to determine that funds are proper to receive. If not, reject the funds and notify the treasurer: • Amount matches request and approval, or amount matches difference between a cash advance and receipt for purchase. • Source is either an authorized agency account or return of previously, properly disbursed, funds.
Has the receipt of funds been properly recorded in the the ledger?			
Have funds been secured?			
Has a receipt been provided to the member delivering the funds?			

DISBURSEMENT OF FUNDS

Activity	**Yes**	**No**	**Comments**
Confirm request and reason for funds are authorized under the Petty Cash Policy			

Voucher complete, with receipts			
or			
Cash provided for purchase			
Cash has been secured in designated location			
Receipt provided to member delivering the funds			

ACCOUNT REPLENISHMENT

Activity	Yes	No	Comments
Are all transactions going back to the last replenishment entered properly, with supporting vouchers and receipts?			
Has the ledger been delivered to the treasurer for review?			
Has the ledger been approved?			
Has the request for replenishment been made?			
Upon receipt of replenishment funds, follow the **Receipt of Funds** checklist, above.			

CHANGE IN RESPONSIBLE MEMBER

Activity	Yes	No	Comments
Are all transactions for the term of the responsible member entered properly, with supporting vouchers and receipts?			If the ledger has been reviewed and approved for each replenishment and audited according to the policy, no additional work, except for transactions from the last replenishment, should be required.

Petty Cash

Has the audit committee performed a review?			If audits have been conducted according to the policy, then no additional work by the audit committee, except for transactions since the last audit, should be required.
Have the ledger and all transactions been approved by the audit committee?			
Has the treasurer met with member transferring responsibility and member assuming responsibility?			
Has member assuming responsibility been given the Petty Cash Policy and procedure and signed an acknowledgement?			
Has the treasurer reviewed the policy, procedure, and ledger with the member assuming responsibility?			
Has access to the secured location been taken from the member transferring responsibility?			If the funds are secured by key lock, the key should be requested from, and returned to, the treasurer by the member transferring responsibility. If a combination lock is used, a new lock should be provided or the combination changed.
Has the member assuming responsibility been given access to the secure location?			Only the responsible member and the treasurer should have access.

Petty Cash

Has the member assuming responsibility been given the ledger, and has the change in responsible member been clearly noted in the ledger?			

Discipline

205.1 PURPOSE AND SCOPE

This document provides procedures for Fallen Leaf Lake Fire Department personnel initiating a disciplinary action.

Corresponding Policies:

This procedure corresponds with all department policies or procedures where a violation may have occurred.

205.2 DEFINITIONS

Command discipline - A penalty imposed by department officers to sanction those members under their direct command with the purpose of correcting minor deficiencies and maintaining discipline within the command of the officer imposing the discipline. Command discipline does not include any formal charges.

Formal discipline - A penalty that includes formal charges for violation of department policy or procedure.

205.3 PROCEDURES BEFORE DISCIPLINARY ACTION IS IMPLEMENTED

205.3.1 COMMAND DISCIPLINE

Supervisors may impose command discipline for infractions including but not limited to:

- Tardiness.
- Violation of uniform regulations.
- Minor infractions involving conduct and behavior while on-duty.
- Failure to display required knowledge, skills, abilities.

205.3.2 FORMAL DISCIPLINE

Formal discipline may be imposed following the completion of an administrative investigation. There may be statutory requirements regarding a hearing following an administrative investigation that may lead to disciplinary action.

Infractions that may result in formal discipline include but are not limited to:

- Harassment of any kind.
- Theft.
- Insubordination.
- Personnel complaints.
- Criminal acts.
- Violation of the oath of office.

Prior to implementation of any formal disciplinary action, officers responsible for charging members, reviewing or investigating charges, or imposing any sanction should consider the following:

(a) Due process: Disciplinary actions should follow the standards and requirements imposed by state law and regulations, employee agreements, collective bargaining agreements, and Human Resources department rules. Failure to provide the member due process may result in a reversal on appeal or other legal action.

(b) General policies: Sound personnel practices may prevent problems associated with member discipline. A supervisor seeking to discipline a member must clearly show what rule, policy, or standard was not met or what duty was breached.

(c) Records showing incompetency or misconduct.

(d) Electronic communications: Emails, texts, and other electronic communications between members may provide information relevant to a disciplinary investigation.

(e) Conferences and counseling: A counseling session or conference is not considered a form of discipline and should be non-adversarial. It is an opportunity for the supervisor and the member to discuss the incident and provides the member with an opportunity to explain it.

(f) Assignment to other locations/duties: Depending on the nature of the violation, the member or members may need to be immediately reassigned or placed on administrative leave pending the outcome of the investigation.

(g) Investigation: All complaints and allegations of misconduct should be thoroughly investigated according to department and/or Human Resources department policies, any applicable state or local laws, and applicable collective bargaining or employee agreements.

(h) Representation during investigation: Members should be afforded representation according to any applicable collective bargaining agreement or employment agreement, department policy, or state or local laws.

(i) Criminal acts or omissions: Complaints and allegations of misconduct that may involve criminal acts or omissions should be referred to the appropriate law enforcement agency.

(j) Medical examination: If the discipline arises from the possibility of some physical limitation in accordance with the Temporary Modified Duty Assignments and Return to Work policies, ensure a proper medical evaluation has been completed.

205.3.3 DOCUMENTATION

All command and formal disciplinary actions should be documented in the member's personnel file. A disciplinary record should include:

- Date, time, and place of the incident.
- Facts of the incident.
- Specific policies or procedures that were violated.

- Recommendations for remedial action, if any.
- Disciplinary action taken, if any.
- Signatures of both the supervisor and the member disciplined.

205.3.4 DISCIPLINARY REPORTS

A disciplinary report is documentation of an incident where a member has violated or is alleged to have violated a department policy or procedure. Reports relating to informal discipline such as verbal reprimand, remedial training, or a written reprimand, as applicable, serve as records of the incident and may be the first step in progressive discipline.

Members responsible for completing such reports should adhere to the following guidelines:

- Be objective: Members should be disciplined consistently for the same violations of policy or procedure. Failure to apply discipline objectively can result in loss of trust between members and officers.
- Be specific: Include dates and times of the infraction as well as personnel involved, nature of the violation, and reference to the specific policy/procedure sections involved.
- Write in a clear and factual manner: Expanding on the facts, adding opinions, or adding personal impressions may interfere with the narrative.
- Document the actions taken, including:
    - Determination of no violation after further investigation.
    - Verbal or written reprimand.
    - Suspension.
    - Demotion.
    - Probation.
    - Termination.

For incidents that may require formal discipline, members should refer to the Personnel Complaints Policy and any other applicable policies or procedures.

205.3.5 PROGRESSIVE DISCIPLINE

Forms of progressive discipline include but are not limited to:

(a) Verbal warning.

(b) Written warning.

(c) Loss of accrued paid time off.

(d) Suspension, with or without pay.

(e) Discharge.

205.4 CORRESPONDING PROCEDURES

Personnel involved in discipline may need to consult the following procedures:

Administrative Investigations and Interviews

Personnel Complaints

205.5 WORKSHEETS

205.5.1 DISCIPLINE WORKSHEET

Infraction (include a description of the incident)	**Date/Time/Location**	**Corresponding Policy and/or Procedure (Title, #, and section)**
If the response to any of the following questions is "YES", then Formal Discipline procedures should be initiated. If all questions are answered "NO" then Command Discipline may be imposed.	**YES**	**NO**
Does the infraction require immediate reassignment or removal from duty pending the outcome of an investigation or hearing? (Refer to applicable Personnel Complaints and Administrative Investigations and Interviews procedures.)		
Does the infraction require an investigation or hearing? (Refer to applicable Personnel Complaints and Administrative Investigations and Interviews procedures.)		
Does the infraction involve:		
Harassment of any kind		
Theft		
Insubordination		
Bullying		
Discrimination		
Criminal Acts		
Retaliatory Behavior		
Violation of the Oath of Office		
Violation of the department social media policy		

Any infraction resulting in injury or death of a member or other individual		
Any other infraction which, based upon the frequency of the infraction, failure to follow policy or procedure after re-training, or consistent with prior discipline imposed on other members under similar circumstances, the officer initiating the discipline determines formal discipline should be imposed.		
Action items that should be completed prior to starting the formal discipline process	**Date of Review Meeting MM/ DD/YYYY**	**Officers Present and Outcome**
The initiation officer reviews the policy/procedure associated with the infraction to ensure that all necessary documentation, review, and reporting requirements are satisfied.		
Officer seeking to initiate formal discipline has reviewed the matter with their superior officer.		

205.5.2 COMMAND DISCIPLINE WORKSHEET

Officer Self-Check
Confirm that no factors leading to formal discipline exist.
Any requirements of applicable policy/procedures are satisfied.
Desired discipline is consistent with prior discipline imposed against other members for similar infractions under similar circumstances. If desired discipline is inconsistent, provide an articulable, work-related reason, and discuss with their commanding officer and Human Resources.
Infraction and desired resolution discussed with commanding officer.
Matter reviewed with Human Resources, if: • Required by policy/procedure. • Desired by officer. • Advised by commanding officer.
Infraction and discipline discussed with the member.
Disciplinary report completed and filed according to department policy.

Purchasing and Procurement

206.1 PURPOSE AND SCOPE

This document provides procedures for purchasing and procuring goods and services used by the Department.

Corresponding Policies:

Purchasing and Procurement

206.2 INITIAL STEPS

The Purchasing Coordinator should:

- Determine if the purchase is subject to a state or local law, regulation, or ordinance concerning competitive bidding.
    - If the purchase meets the threshold for competitive bidding, follow the appropriate competitive bidding process.
    - If the purchase does not require competitive bidding, the purchasing guidelines set forth in this procedure should be used to make the purchase.

206.3 PURCHASES EXEMPT FROM STATE OR LOCAL COMPETITIVE BIDDING LAW, REGULATION, OR ORDINANCE

Goods and services purchases and contracts exempt from the competitive bidding process usually include but are not limited to:

- Purchases of goods less than $20,000.
- Public works service contracts for less than $35,000.
- Emergency purchases. These may require an emergency declaration by the agency's governing authority prior to purchase.
- Goods and services purchased through cooperative purchasing programs.
- Purchases through state and county contracts.
- Goods purchased form correctional institutions.
- Purchases of surplus or used goods from another government agency.

206.3.1 PROCESS FOR PURCHASING GOODS AND SERVICES EXEMPT FROM COMPETITIVE BIDDING PROCESS

When a purchase does not meet the threshold for competitive bidding or is exempt from the competitive bidding process, the Purchasing Coordinator should require the submission of quotes.

Quotes for goods should be directed to the Purchasing Coordinator and include, at a minimum, the cost, number of goods, specific details relating to the type and quality of the good, and the date and location of provision of the good. Quotes for services should include, at a minimum, the service to be provided, the dates on which or during which the service will be provided, and the location at which the service will be provided (if applicable).

Purchases of general goods and services should follow these guidelines:

Estimated Amount of Purchase Contract	Method
Under $3,000	Two verbal quotes
$3,000 - $4,999.99	Three written quotes
$5,000 - $19,999.99	No fewer than four written quotes

Purchases for public works and capital improvement contracts should follow these guidelines:

Estimated Amount of Public Works Contract	Method
Under $3,000	Two verbal quotes
$3,000 - $4,999.99	Two written quotes
$5,000 - $9,999.99	Three written quotes
$10,000 - $34,999.99	No fewer than four written quotes

Quotes should be addressed to the Purchasing Coordinator. After the required number of quotes are received, the Purchasing Coordinator will review the quotes with the Fire Chief to determine which vendor should supply the goods or services.

When the quote request yields fewer quotes than recommended, the Purchasing Coordinator should document all attempts made to obtain quotes.

When there are fewer than the required number of quotes, the Purchasing Coordinator and the Fire Chief shall review the submissions and decide whether or not to reject all of the quotes and recanvass suppliers.

206.4 REQUESTS FOR COMPETITIVE BIDS

The Purchasing Coordinator should consider:

- Coordinating with finance department personnel or legal counsel to confirm that a comprehensive, competitive bidding process is in place consistent with state and local laws and finance department requirements, as applicable.
    - The process should, at a minimum include procedures for:
        - Advertising requests for bids.
        - Submitting bids.
        - Opening and reviewing bids.
        - Interviewing bidders, if applicable.
        - Awarding contracts.
        - Addressing conflicts.
- Confirming the application of the competitive bidding process to purchases and procurements consistent with the requirements in the competitive bidding process.

206.5 CORRESPONDING PROCEDURES

Fixed Asset Management

Report Writing and Documentation

207.1 PURPOSE AND SCOPE

This document provides procedures for preparing reports and other documentation required by the Department.

Corresponding Policies:

Administrative Communications
Post-Incident Analysis
National Fire Incident Reporting System
Fire Investigations
Pre-Hospital Care Reports
Performance Evaluation
Personnel Complaints

207.2 INITIAL STEPS

- Determine whether a government, agency, or other form exists. If so, ensure that the correct form is used and that all required information is provided.
- Where there is no applicable form, refer to the relevant policy or procedure to ensure that all necessary facts and information are gathered and documented.
- In gathering facts and information, follow the basic rule of who, what, when, where, why, how, and how many.
- In all reports, be accurate in all facts and information.
- In completing reports, remember that the report should give the reader as complete a picture as possible of the subject of the report.

207.3 TYPES OF REPORTS

207.3.1 MEMORANDUMS AND ELECTRONIC COMMUNICATIONS

Memorandums (memos) and electronic communications are common forms of written communication in the fire service. The purpose of the memo may include but is not limited to:

- Members making personnel-related requests, such as a request for time off, to switch a shift with another member, or to request tuition reimbursement, should the Department have such a policy.
- Members notifying superiors of possible policy or procedure violations by other members.
- Members responding to a superior requesting information related to a workplace incident.
- A superior notifying a member that a particular personnel request is approved or denied.

- A superior providing a member with information on the status or resolution of a complaint.
- The Department notifying members of temporary or permanent policy or procedural changes or new policies or procedures.
- The Department notifying members of shift changes or other work-related matters.

A memorandum should have the following form:

- Title: Department memorandum
- Heading
  - TO:
  - FROM:
  - DATE:
  - SUBJECT:
  - RELEVANT POLICY/PROCEDURE
- Introduction - A short statement summarizing the subject of the memo.
- Body - A more detailed explanation of the subject of the memo, including, when necessary, the reason for the request or action, reference to the relevant policy/procedure, relevant facts and information, and effective/ending dates.
- Conclusion - A summary of what was stated and the request for action.
- Any additional documentation required by policy/procedure, as applicable.

An introduction or conclusion may not be needed, based upon the nature of the request or action. For example, a request for time off, pursuant to a time off or leave policy, may require only a sentence or two. Members should review applicable policies and procedures and ensure that all required information is included so that the request may be acted upon without the need for follow-up.

207.3.2 EMS NARRATIVES

In addition to the prescribed sections or coding boxes requiring completion on a Patient Care Report (PCR) or electronic Patient Care Report (ePCR), there will be space for a narrative. The narrative should include but is not limited to the following elements:

- Dispatch and response summary, including:
  - Time received by dispatch
  - Time of dispatch
  - Time response initiated
  - Time of arrival on scene
  - Time departed from scene to hospital
  - Time of arrival at hospital

- Time clear of hospital
- Time back in quarters

- Scene summary: What happened when you arrived? What did the scene look like?
- Initial patient assessment, together with any changes in the assessment.
- Interventions: What you did to or for a patient.
- Status change: Were there any changes in the patient's condition, and what further actions or interventions occurred?
- Safety summary: Describe how you packaged and transported the patient.
- Disposition

207.3.3 FIRE INCIDENT REPORTS (NFIRS)

All applicable sections and coding boxes of the NFIRS or state Fire Incident Report should be thoroughly completed. In addition to the prescribed sections, there may be space for, or the Department may require, a narrative. Narratives may also be required of the commanding officers for stations or units. The narrative should include but is not limited to:

- Initial information provided to responding units by dispatch.
- Information gathered upon arrival.
- Initial actions, including but not limited to tasks and assignments.
- What actions were taken to complete or attempt to complete assignments and tasks.
- Evaluation of the incident and actions taken. If decisions were made to not take a specific action or tactic, it should be noted.

Additional information may include to whom the property was turned over, civilian and firefighter casualties, residents displaced, and other agencies that may have responded.

The Incident Commander of a call for service should review the narratives of all responding units to ensure relevant fireground actions are documented.

207.4 FIRE INVESTIGATION REPORTS

The information and format of fire investigation reports is informed by NFPA 921 – The Guide for Fire and Explosion Investigation, as well as legal precedent that calls for using a scientific approach to origin and cause determination. The fire investigation report should reflect the use of the scientific method by the investigator to reach a conclusion.

A complete fire investigation report should contain the following information:

- A detailed summary of the incident
- List of participating investigators and their role in the investigation
- Description of the structure or vehicle being investigated

- Exterior observations
- Interior observations
- Witness interviews and statements
- Background information
- Evidence collected, including how it was processed and laboratory results (includes photographs and sketch of scene)
- Analysis of origin and cause
- Conclusion

207.5 PERSONNEL CHANGES

For all personnel changes, the chief officer responsible for administration should coordinate with the human resources department, if available, to confirm that a report form is established for personnel changes. The form should provide for, at a minimum:

- The name of the member who is the subject of the personnel change.
- Reference to any policies, procedures, or other operating documents providing authority to make the personnel change. List any relevant sections or subsections. For personnel changes made by an officer pursuant to discretionary authority, any policy, procedure, or other operating document granting discretionary authority should be referenced, as well. Examples of other operating documents include but are not limited to:
    - Interim orders or directives.
    - Employee agreements, memorandums, or letters of understanding.
    - Local ordinances.
    - Relevant statute, regulation, or administrative rulings, such as a decision from a state public employment relations commission.
- The reason for the personnel change.
- The effective date of the personnel change.
- Whether the personnel change is permanent or temporary and, if the change is temporary, the anticipated end date of the change.
- Confirmation that all applicable policies and procedures were followed.

Personnel changes include but are not limited to:

- Station transfers that are ordered or permitted outside of any regular station transfer calendar.
- Shift changes that are ordered or permitted outside of any regular shift change calendar.
- Initial assignment.

- Suspensions.
- Promotions.
- Demotions.
- Terminations.

207.6 UNIVERSAL PRACTICES

- Reports may be considered public records and may be subject to public disclosure and subpoena during legal proceedings and administrative hearings.
- All reports should be written in the first person and active voice.
- Sentences should be clear and concise using standard English.
- Correct grammar and spelling should be used.
- Avoid the use of abbreviations, jargon, and slang.
- Always proofread your reports and documents.
- Do not cut and paste from one report to another.
- Do not use all bold or capitalized fonts.
- When possible, or at least periodically, have a peer review reports and give constructive feedback.

207.7 CORRESPONDING PROCEDURES

Administrative Investigations and Interviews
Discipline
Personnel Complaints
Personnel Evaluations

Guide to Interpersonal Skills

208.1 PURPOSE AND SCOPE

This document provides guidance for supervisory personnel and members to develop interpersonal skills. This guide is not designed to provide strict rules; rather, it is meant to be a tool for developing positive communication between members when not operating on emergency scenes.

Corresponding Policies:

Conduct and Behavior

Performance Evaluations

Personnel Complaints

Post-Incident Analysis

208.2 SETTING INTERPERSONAL VALUES

- Interpersonal values should demonstrate the member's commitment to functional relationships in the workplace:
    - Between supervisors and subordinates.
    - Between those equal in rank.
    - Between the member and the public.
    - Between the member and other municipal employees.
- Practice and application of interpersonal values should:
    - Be consistently applied.
    - Improve workplace culture.
    - Build trust.
    - Build respect.
    - Minimize conflict.
    - Demonstrate leadership.
    - Improve member performance.
    - Build an attitude of teamwork.
    - Reduce risk in the fire station and on the fireground.

208.3 INTERPERSONAL VALUES

208.3.1 BE TRANSPARENT

Supervisors should be honest and open with their crews or subordinate officers and share non-confidential information about the Department and department issues that affect the members.

Encourage crews and subordinate officers to be honest and open in their discussions with fellow members and superiors.

Encourage two-way communication. Supervisors should encourage feedback from crews and subordinates on administrative decisions. On-scene feedback concerning tactical and strategic decisions should be limited to critical safety issues. This can be done while maintaining chain of command and discipline.

208.3.2 COMMUNICATE CLEARLY

VERBAL COMMUNICATION

- Communicate orders and directives calmly, clearly, and firmly.
- In non-emergent situations that don't involve personnel matters, let members know why you are taking a certain course of action. During Post-Incident Analysis (PIA), explain your reasoning for orders given on-scene.
- Make constructive feedback part of all conversations.
- Discuss and deliver discipline in a direct and respectful manner, emphasizing behaviors that need to change. The basis of discipline discussions should be specific to relevant policies and procedures.
- Make giving credit to others a regular practice.
- Practice self-evaluation and disclosure with members to encourage open discussion.
- Ask for help from superiors, equals, and subordinates when you need it. Making verbal or written requests for help encourages trust and more open communication.

BODY LANGUAGE/NONVERBAL COMMUNICATION

All members, not just supervisors, should be aware of the power and impact of their nonverbal communication and how to read other members' nonverbal communications.

Examples of nonverbal communications and the positive or negative impact include but are not limited to:

- Eye contact
    - For the speaker, maintaining eye contact conveys honesty and confidence.
    - For the listener, maintaining eye contact shows active listening and interest in what is being said. It indicates the speaker's statements are respected and will be considered.
- Posture and body movements

- For both the speaker and the listener, sitting or standing straight and square-shouldered, facing each other, encourages discussion. Leaning in indicates the importance of a point that is being made or heard.
- Avoid playing with office items like rubber bands, pens and pencils, and paper clips.
- Cell phones should be silenced and put away.
- During conversations, members should remain aware that movements or expressions such as nodding or shaking the head, smiling, frowning, or expressing concern can convey active listening, agreement, disagreement, or empathy.

- Gestures and hand movements can emphasize a point or indicate acceptance or rejection of an idea.

208.3.3 ACTIVELY LISTEN

Supervisors can demonstrate active listening when they:

- Pay attention.
- Use constant eye contact.
- Demonstrate listening through verbal and nonverbal recognition.
- Give feedback. Be open, honest, and respectful.
- Allow other people to finish their thoughts before asking.
- Repeat back to the speaker important points that need clarification or to show full understanding.
- Demonstrate empathy through the use of active listening techniques.

208.3.4 SET EXPECTATIONS

Supervisors should ensure their assigned members understand expectations by:

- Emphasizing that understanding and adhering todepartmentpolicies and procedures is expected of all members.
    - Encourage members to ask for clarification if they do not fully understand the use or context of a department policy or procedure.
    - Not understanding is not an excuse for not following a given policy or procedure.
- Following department policies and procedures and setting the example for other members.
- Any additional expectations should be:
    - Clearly communicated.
    - Put in writing and shared with members.
    - Continually emphasized.

208.3.5 MANAGE WORKPLACE CONFLICT

Supervisors should recognize when workplace conflicts arise between members. Potential causes of workplace conflict include but are not limited to:

- Poor communication.
- Decisions, orders, or directives that are communicated weakly, incompletely, or ambiguously.
- Lack of tolerance of cultural, social, political, or personal differences between members.
- Personal stress.
- Improper use of authority.
- Subjective treatment of members that creates a sense of unfair treatment.
- Personal on-duty or off-duty behaviors that other members find objectionable, or that may negatively impact the department.

Supervisors should address workplace conflicts as soon as they are seen or reported, and before a conflict interferes withdepartment operations and order. Methods of addressing and resolving workplace conflicts include but are not limited to:

- Determining if the conflict is addressed by a department policy or procedure and discussing it with the involved members. Discussion should include:
    - Review of the policy or procedure.
    - Discussion of the policy or procedure.
    - Having an open-ended discussion to ensure that the members understand the policy or procedure.
    - Emphasizing that the policy or procedure will be enforced fairly for all members.
    - Seeking agreement with the involved members that enforcement of the policy or procedure will resolve the conflict.
- If the workplace conflict is being caused by personal issues, supervisors should determine whether a meeting with the members to talk out the issue and reach understanding will resolve the conflict without negatively impacting the efficient and effective operations of the department.
- If the conflict is based ondepartment operations and practices, supervisors should hold open-ended discussions with the involved members to encourage respect and appreciation for how individuals approach their job. Seek resolution through applicable policies or procedures and always keep an open mind that a member may have a better approach that may influence changes in policy or procedure.
- Where necessary, discipline for violation of policy or procedure may have to be imposed if the conflict cannot be resolved through discussion. See the Personnel Complaints Policy.

Nothing in this procedure limits or prohibits members from making complaints pursuant to the Discriminatory Harassment Policy, nor does any content in this procedure limit a supervisor from taking a workplace incident or situation up through the chain of command if necessary and appropriate.

208.4 RECORD-KEEPING AND DOCUMENTATION

For all activity discussed in this guide, members should complete any documentation or record-keeping required by corresponding policies or procedures.

208.5 CORRESPONDING PROCEDURES

Administrative Investigations and Interviews

Personnel Evaluations

Personnel Evaluations

209.1 PURPOSE AND SCOPE

This document provides guidelines for supervisors who are responsible for completing evaluations of department personnel.

Corresponding Policies:

Records Management
Performance Evaluations
Promotions and Transfers
Position Descriptions
Classification Specifications
Career Tracks
Fire Officer Development
Educational Incentives

209.2 INITIAL STEPS

Review the Performance Evaluations Policy.

- Determine the type of performance evaluation that needs to be completed, according to the Performance Evaluations Policy:
    - Regular
    - Transfer
    - Special
- Gather the following:
    - Job description of the member being evaluated
    - Previous evaluation of the member being evaluated
    - Supervisor notes concerning the performance of the member during the rating period
    - Any department documentation related to uniform goals for the Department and personnel

209.3 PROBATIONARY MEMBERS

Supervisors should evaluate the performance of probationary members on a continuous basis throughout the probationary period, as directed by the Performance Evaluations Policy.

209.4 PERMANENT STATUS MEMBERS

Supervisors should prepare an evaluation of each member under their command once per year on the member’s anniversary date or the anniversary of the member’s last promotion, prior to the transfer of a member to a new assignment, or when special circumstances warrant, as directed in the Performance Evaluations Policy.

After gathering all required documents and information, the supervisor should complete the evaluation form. While completing the form, the supervisor should remain objective and free from bias. The evaluation should be completed based on facts, observed job performance, and the member's knowledge, skills, and abilities. Supervisors should not allow personal feelings toward the member to influence the evaluation.

209.5 RATINGS

Supervisors should follow the rating categories described in the Performance Evaluations Policy when completing personnel evaluations. Additionally, the supervisor should provide specific descriptions of the member's demonstrated or observed behaviors, knowledge, skills, and abilities. When a member earns a rating that is above or below the requirements for a "meets standards" classification, the supervisor completing the evaluation should thoroughly document the reasons for the high or low rating in the rater comments section of the evaluation.

Ratings that are below "meets standards" should include comments from the supervisor related to specific deficiencies and actions as well as goals to improve the member's performance level.

209.6 EVALUATION REVIEW

When the immediate supervisor has completed the evaluation form, it should be reviewed according to the Performance Evaluations Policy. The second-level supervisor should assess the fairness, impartiality, uniformity, and consistency of the first-level supervisor's comments and ratings. The second-level supervisor should provide feedback to the first-level supervisor prior to the review of the evaluation with the member being assessed.

209.7 EVALUATION INTERVIEW

After completing the evaluation form and receiving feedback from the second-level supervisor, the member's immediate supervisor should schedule a time to discuss the evaluation results with the member and present the member with a copy of the evaluation.

When the supervisor is conducting the evaluation interview, it is important to set up the desired environment including but not limited to:

- The interview should be held in private at a time convenient for both the supervisor and the member.
- The evaluation interview should be held face to face, whenever practicable.
- Both the supervisor and the member should be seated without any barriers between them (e.g., tables, desks).
- The supervisor should allow the member to read through the evaluation form in its entirety before discussing any specific ratings.

- The supervisor should allow the member to ask questions about the supervisor's ratings and comments.
- The interview should maintain a professional tone at all times.

209.8 CORRESPONDING PROCEDURES

Guide to Interpersonal Skills

Personnel Complaints

210.1 PURPOSE AND SCOPE

This document provides procedures for receiving and processing complaints against department members.

Corresponding Policies:

Conflict of Interest
Solicitation of Funds
Use of Department-Owned and Personal Property
Non-Official Use of Department Property
Discriminatory Harassment
Conduct and Behavior
Personnel Complaints
Workplace Violence
Anti-Retaliation

210.2 INITIAL STEPS

Complaints may come in a variety of ways including but not limited to:

a. Complaints received in person or by phone

Personnel who receive a complaint about a department member should refer to the Personnel Complaints Policy and follow these steps:

- Obtain and complete a department complaint form. Whenever possible, this form should be completed in person with the complainant or while on the phone. If the form cannot be completed while in direct contact with the complainant, detailed notes should be taken that will allow for the completion of the form. After completing the form, the department member receiving the complaint should immediately forward the complaint to the next appropriate level in the chain of command.
- A department member who is investigating the complaint should:
    - Determine the nature of the complaint and refer to the Personnel Complaints Policy, as well as the corresponding policy for the specific type of complaint, for any specific actions the investigating member should take. If the complaint involves a possible violation of a department policy or rule or federal, state, or local law, notify the chain of command.
    - Explain to the complainant that the investigating member may be asking some of the same questions that were answered when the complaint was originally filed.
    - Give complete attention to the complainant and ensure that the complainant is given the full opportunity to discuss the nature and basis of the complaint.
    - Where necessary, the investigating member should seek additional details from the complainant that provide the most complete information possible.

- Prepare documentation of the complaint investigation per department policy.

b. Complaints received in writing, including electronic communication

Personnel who receive a complaint about a department member should follow these steps:

- Obtain and complete a department complaint form. After completing the form, the department member receiving the complaint should immediately forward the complaint to the next appropriate level in the chain of command.
- A department member who is investigating the complaint should:
  - Determine the nature of the complaint and refer to the Personnel Complaints Policy, as well as the corresponding policy for the specific type of complaint, for any specific actions the investigating member should take. If the complaint involves a possible violation of a department policy or rule or federal, state, or local law, notify the chain of command.
  - Give complete attention to the complainant and ensure the complainant is given the full opportunity to discuss the nature and basis of the complaint.
  - Where necessary, the investigating member should seek additional details from the complainant to provide the most complete information possible.
  - Prepare documentation of the complaint investigation per department policy.

c. Complaints received from an anonymous source

Personnel who receive a complaint from an anonymous source should follow these steps:

- Obtain and complete a department complaint form to the extent possible with the information received. After completing the form, the department member receiving the complaint should immediately forward the complaint to the next appropriate level in the chain of command.
- A department member who is investigating the complaint should:
  - Determine the nature of the complaint and refer to the Personnel Complaints Policy, as well as the corresponding policy for the specific type of complaint, for any specific actions the investigating member should take. If the complaint involves a possible violation of a department policy or rule or federal, state, or local law, notify the chain of command.
  - Where necessary, the investigating member should seek additional details from the complainant to provide the most complete information possible.
  - Prepare documentation of the complaint investigation per department policy.

210.3 TYPES OF COMPLAINTS AND CORRESPONDING POLICIES

Use the following examples as a guide to determine which policy should be referenced, based upon the wording used in the complaint, with an understanding that some complaints may apply to more than one policy:

- Policies: Conflict of Interest, Solicitation of Funds

- What the complainant might say:
  - Money has been taken or is missing or unaccounted for.
  - Someone who does business with the agency, an agency member, an elected official, or a family member of any of these is asking the member to give money in order to remain a member of the fire department or be given a specific assignment.
  - A member demanded money in exchange for delivery of services or in or to receive a permit or passing inspection.
  - A member works for someone who provides goods or services to the agency.

- Policies: Use of Department-Owned and Personal Property, Non-Official Use of Department Property
  - What the complainant might say:
    - A member took a chain saw off an engine and used it to do work on personal property.
    - A member is using an agency vehicle out of the designated area for family trips and personal errands.
- Policy: Discriminatory Harassment
  - What the complainant might say:
    - I experience or am experiencing [insert negative activity] because of my [insert actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, or any other classification or status protected by law].
- Policy: Conduct and Behavior
  - What the complainant might say:
    - I saw a member of my company working on his second job as a roofer while out on an on-the-job-injury.
    - I saw multiple members of your department get into a bar fight while in uniform.
- Policy: Workplace Violence
  - What the complainant might say:
    - I found mouse traps in my boots this morning as I was checking out my gear and there was a note that read, "You better watch your back."
    - A member who has been complaining about getting passed over for promotion said, "Somebody is going to pay."
- Policy: Anti-Retaliation

- What the complainant might say:
  - Since filing a complaint about the mouse traps in my boots, the Assistant Chief has been continually denying my time-off requests.
  - My Superior Officer transferred me to the fire academy because I refused to submit to her sexual advances.

210.4 COMPLAINTS PROCESSING

Upon completing the complaint form, the member receiving the complaint should use the Complaint Procedure Checklist to begin processing of the complaint along the appropriate track.

210.5 UNIVERSAL PRACTICES

- Active listening and thorough note-taking are critical.
- Understand that the complainant may be emotional and may have experienced some level of stress or trauma.
- Emphasize that an internal complainant should not discuss the complaint with co-workers. If they already have, find out whom, and note for the investigation.
- The investigating member should confirm that the complaint will be handled as confidentially as possible, considering that there is an obligation to act on the complaint under the appropriate policy, and that an investigation will take place.
- The investigating member should explain to the complainant that no retaliation or negative actions should take place as a result of the complaint and, if they do, the complainant should immediately report the negative or retaliatory activity to the investigating member.
- The investigating member should not express and doubt about the complaint or express concern for the complainant.
- The investigating member should avoid providing a definite timeline, but should keep the complainant advised of what progress is being made.

210.6 CORRESPONDING PROCEDURES

Administrative Investigations and Interviews

Discipline

Guide to Interpersonal Communications

Report Writing and Documentation

210.7 PERSONNEL COMPLAINTS WORKSHEETS

Key Dates

Personnel Complaints

Activity	MM/DD/YYYY	Responsible Member	Acknowledgement of Receipt of Investigation File
Complaint received/ taken			N/A
Complaint form completed by receiving officer			N/A
Investigator(s) assigned			N/A
Investigation complete			N/A
Investigation report delivered to Assistant Chief with recommendations, if applicable			
Investigation report delivered to Fire Chief with recommendations, if applicable			
Action taken			N/A
Matter resolved			
Matter referred to Human Resources			
File delivered to Custodian of Records			

Department Personnel Complaint Intake and Processing Worksheet

Receiving Member Last Name	Receiving Member First Name	Rank/Badge #	Date Complaint Procedure Initiated (MM/ DD/YYYY)

Instructions:

Where a specific complaint does not require a step, fill the corresponding boxes with "N/A".

Where a specific complaint requires a step that could not be completed, note the reason.

Where a specific complaint requires a "yes / no" decision, note the reason for the decision.

Personnel Complaint Worksheet

Activity	Responsible Member	Date Completed (MM/ DD/YYYY)	Comments/Status
Intake Form complete			

Within 24 hours of receipt, notify complainant that the complaint was received			
Notify the chain of command			
Classify the complaint	Assistant Chief		
If complaint involves possible criminal activity, refer to appropriate law enforcement			
If complaint is serious or allowing the accused to remain on-duty will negatively impact the mission of the Department, place the accused on administrative leave pending the outcome of the investigation			
Investigator assigned	Assistant Chief		

Retaliation Avoidance Worksheet

Activity	**Responsible Member**	**Comments/Status**
Give complete, undivided, and sincere attention to the complainant, witnesses, and the accused		
Document all conversations and correspondence, including voicemails and emails, with the complainant, witnesses, and the accused		
Avoid any personnel actions that may be interpreted as a reprisal or intimidation against a member for filing a complaint, participating in the investigation, or opposing a discriminatory practice		

Resolution Options Worksheet

Activity	**Responsible Officer**	**Date Completed (MM/DD/YYYY)**	**Comments/Status**

Personnel Complaints

Investigator(s) meet with superior officer and, if needed, Human Resources for any necessary advice and discussion			
Meet with complainant and representatives to discuss outcome of the investigation			
Meet with the accused and representatives to discuss the outcome of the investigation			
Prior to resolving the complaint and/or imposing discipline, give the accused a copy of any supporting materials as well as recommended discipline and offer an opportunity to provide an oral or written response			
Matter resolved through meeting with the accused and complainant			
Conference with complainant, alone			
Conference with accused, alone			
Matter resolved through dismissal of complaint			
Matter resolved through discipline against the accused			
Resolution documented in complaint file			

File Closeout Worksheet

Activity	**Member Responsible**	**Date Completed (MM/DD/YYYY)**	**Comments/Status**

Personnel Complaints

Check file to ensure it contains the original intake form, this worksheet, all investigation notes and reports, and all resolution notes and reports			
If evidence exists in another place or file, note where the evidence is located			
Ensure copies of the file have been distributed as required by policy, law, or labor agreement			
Ensure that any adverse action is documented in affected member's personnel file			
Deliver the original file to the records manager			

Administrative Investigations and Interviews

211.1 PURPOSE AND SCOPE

This document provides procedures for administrative investigations and interviews conducted by the Fallen Leaf Lake Fire Department.

Corresponding Policies:

Discriminatory Harassment

Conduct and Behavior

Personnel Complaints

Anti-Retaliation

211.2 INITIAL STEPS

- Don't ignore the complainant or the misconduct.
- Start a record of the complaint or misconduct by completing a complaint form in accordance with the Personnel Complaints Policy and Procedure.
- Collect and document the available facts and evidence.
- Prepare an initial report of the complaint for the chain of command.
- Investigate all complaints regardless of the merit or whether the complainant requests an investigation.
- There is no such thing as an off-the-record complaint.

211.3 ELEMENTS OF AN INVESTIGATION

211.3.1 COMMENCING THE INVESTIGATION

The following procedures should be followed with regard to any accused member subject to investigation by the Department:

(a) Prior to any interview, the member should be informed of the nature of the investigation.

(b) Interviews of accused members should be conducted during reasonable work hours of the member, and, if the member is off-duty, the member shall be compensated if required.

(c) To prevent confusion or misunderstanding, no more than two interviewers should ask questions of an accused member to prevent confusion or misunderstanding.

(d) All interviews shall be for a reasonable period or duration, and the member's personal needs shall be accommodated.

(e) No member shall be subjected to offensive or threatening language, nor shall any promises, rewards, or other inducements be used to obtain answers. Any member refusing to answer questions directly related to the investigation may be ordered to answer questions and subject to discipline for failing to do so. Nothing administratively ordered may be provided to a criminal investigator.

(f) The interviewer should record all interviews of members and witnesses, when legally permissible. The member may also record the interview. If the member has been previously interviewed, a copy of that recorded interview should be provided to the member prior to any subsequent interview.

(g) A member subjected to interviews that could result in punitive action shall have the right to have a representative of his/her choosing present during any interview. However, in order to maintain the integrity of each individual member's statement, involved members shall not consult or meet with representatives or attorneys collectively or in groups prior to being interviewed.

(h) All members shall provide complete and truthful responses to questions posed during interviews.

(i) No member may be compelled to submit to a deception detection device examination, nor shall any refusal to submit to such examination be mentioned in any investigation.

211.3.2 THE INTERVIEWS

(a) Interviewing the complainant

1. Issues to discuss with the complainant: Keep the interview questions to the current issue.
2. Go over details contained in the complaint.
3. If details are incomplete, ask the complainant to elaborate.
4. If legally permissible, record the interview.

(b) Interviewing the accused

1. Issues to discuss with the accused: Keep the interview questions to the current issue.
2. Review the specific accusations in the complaint with the accused.
3. If legally permissible, record the interview.

(c) Interviewing witnesses

1. Issues to discuss with the witness: Keep the interview questions to the current issue.
2. Ask witnesses specific questions about the complainant's allegations and the accused's responses.
3. If legally permissible, record the interview.

(d) Uncooperative witnesses

1. Explain to witnesses that you understand their reluctance to participate in the investigation and that you are just trying to gather facts surrounding the alleged incident.

2. If practicable, offer the witness an opportunity to have another employee, supervisor, or representative of the witness's choosing present during the interview.

(e) Follow-up interviews

1. Planning your interview questions can help reduce the need for follow-up questioning. While follow-up interviews may be necessary, try to keep them to a minimum. In the event, follow-up interviews are necessary, keep them limited to specific questions related to either newly discovered information or previously supplied answers that need more clarification.

(f) *Garrity* Rights

1. Ensure the accused understands this is an administrative investigation and statements made during the administrative investigation cannot be used against him/her in a criminal investigation.

(g) *Weingarten* Rights

1. If the accused is entitled to union representation, make sure it is offered.

(h) Public Safety Officer Bill of Rights

1. Ensure the accused is afforded any rights or privileges required by state law.

211.3.3 RESULTS OF THE INVESTIGATION

All aspects of the investigation should be thoroughly documented, including but not limited to the following:

(a) Analysis of the investigation

(b) Determination regarding the merits of the complaint

(c) Determination of corrective action and/or disciplinary action

(d) Preparation of report

(e) Preparation of the investigation file

(f) Discussion of the results between the investigator and the chain of command.

211.4 REQUIRED DOCUMENTATION

The following documents should be included in the completed investigation file:

- Complaint or memorandum memorializing a verbal complaint
- Collective bargaining agreement, if applicable
- Records of any previous charges, complaints, or grievances filed by or against the complainant or the accused within the permissible statutory period or other governing documents
- Copies of relevant department policies and records of whether the complainant and accused each received the documents and the appropriate training
- Signed acknowledgment of *Garrity* and/or *Weingarten* rights, if applicable.

- Final investigation report

Investigations of complaints should be timely, detailed, complete, and follow this format:

- **Introduction** - Include the identity of the member, the identity of the assigned investigators, the initial date, and the source of the complaint.
- **Synopsis** - Provide a brief summary of the facts giving rise to the investigation.
- **Summary of allegations** - List the allegations separately, including applicable policy sections, with a brief summary of the evidence relevant to each allegation.
- **Evidence as to each allegation** - Each allegation should be set forth with the details of the evidence applicable to each allegation and include comprehensive summaries of member and witness statements. Other evidence related to each allegation should also be detailed in this section.
- **Conclusion** - A recommendation regarding further action or disposition should be provided.
- **Exhibits** - A separate list of exhibits (e.g., recordings, photos, documents) should be attached to the report.

211.5 UNIVERSAL PRACTICES

Investigators

- Investigators should be unbiased.
- No friendship or reporting relationship with either the complainant or the accused should exist to the extent practicable.
- Investigators should have training to respond to issues and complaints of harassment.
- Whenever possible, assign two investigators to the case.
- Whenever possible, assign investigators of multiple ranks.
- Consider retaining an independent investigator if:
    - The investigation could create a conflict of interest.
    - The investigation involves multiple members of the department.
    - The investigation involves chief officers.
- Follow policies for preventing harassment, discrimination, and retaliation.
- If interviews are recorded:
    - Advise the individual verbally and in writing that they are being recorded.
    - Obtain a signed acknowledgment from the individual that they understand their interview is being recorded.

211.6 CORRESPONDING PROCEDURES

Personnel involved in a disciplinary action may need to consult the following procedures:

Discipline

Personnel Complaints

211.7 WORKSHEETS

211.7.1 ADMINISTRATIVE INVESTIGATIONS AND INTERVIEWS WORKSHEET

Activity	**Responsible Member**	**Comments/Status**
Request all necessary documents/reports		
Inform complainant of investigator's name and complaint number within three days of assignment		
Make any notifications to the accused member's labor representative as required by labor agreements		
Notify the accused member of the complaint		
Conduct all necessary interviews during normal working hours		
Advise complainant of any applicable *Garrity* and/or *Weingarten* rights, as well as any rights or privileges required by an applicable state public safety officer bill of rights		
Interview complainant		
Advise accused member of any applicable *Garrity* and/or *Weingarten* rights, as well as any rights or privileges required by an applicable state public safety officer bill of rights		
Interview accused		
Decide whether to interview witnesses (Yes/No)		
Advise witnesses of any applicable *Garrity* and/or *Weingarten* rights, as well as any rights or privileges required by an applicable state public safety officer bill of rights		
Witness interviews complete, if applicable		

Investigation report, with recommendations, complete		

211.7.2 RETALIATION AVOIDANCE WORKSHEET

Activity	**Responsible Member**	**Comments/Status**
Give complete, undivided, and sincere attention to the complainant, witnesses, and the accused.		
Document all conversations and correspondence, including voicemails and emails, with complainant, witnesses, and the accused.		
Avoid any personal actions that may be interpreted as reprisal or intimidation against a member for filing a complaint, participating in the investigation, or opposing a discriminatory practice.		

Chapter 3 - Health and Safety

Apparatus Driving Safety

300.1 PURPOSE AND SCOPE

Fallen Leaf Lake Fire Department uses the following procedure when units engage in an emergency response at the highest level.

Corresponding Policies:

Apparatus/Vehicle Backing
Emergency Response
Fire Apparatus Driver/Operator Training
High Visibility Safety Vests
Staging
Vehicle and Apparatus Inspections, Testing, Repair and Maintenance
Vehicle Safety Belts

300.2 FIRST FIVE MINUTES

The driver/operator should:

#Take reasonable steps to see that all cabinets and doors are closed and all appliances and tools are secured before the apparatus moves.

#Check the apparatus bay and the apron and roadway for any persons, vehicles or obstructions which could block response.

#Have at least one member walk onto the apron to check for pedestrians and vehicles and notify the operator when it is safe to proceed out of the bay.

#Activate the apparatus emergency lights, siren and any other audible device as required by law and policy.

#When practicable, assign an occupant to operate the radio to allow the driver/operator to concentrate on driving.

#Notify Dispatch that the unit is responding.

#Take reasonable steps to see that all crew members are aboard and seated with seat belts fastened.

300.3 PROCEDURES

(a) Personnel

1. The driver/operator should:

(a) Notify the Company Officer whenever it reasonably appears the apparatus is unsafe for service. The Company Officer should direct that the apparatus be removed from service until the issue is satisfactorily resolved.

(b) Continuously operate the emergency lights, siren and any other audible device as required by law and policy.

(c) Drive with regard for safety to avoid potential accidents, adjusting speed according to:

- Weather conditions.
- Traffic conditions.
- Road conditions.

(d) If a traffic signal pre-emption system is used, pay close attention to the traffic signal and approach at a speed that gives the system time to switch to green before entering and proceeding through the intersection.

(e) Remain aware of oncoming and cross traffic; don’t rely solely on a traffic signal to determine when it is safe to proceed.

(f) Slow to a stop at all red lights, stop signs and intersections where traffic in approaching lanes cannot reasonably be accounted for and confirm that oncoming and cross traffic has given right-of-way by stopping or pulling over before proceeding.

(g) Stop at all unguarded and all activated railroad crossings.

(h) Stop for all stopped school buses with activated warning lights.

(i) Remain aware of other responding units that may be approaching intersections.

(j) If following another apparatus or emergency vehicle, keep a safe stopping distance and take reasonable steps to see that the unit is visible to oncoming traffic.

(k) Upon arrival, contact Incident Command for staging instructions. If first on-scene stage according to available pre-plans, information provided and scene conditions.

(l) Be mindful of potentially shifting water in any onboard tanks and its impact on handling of apparatus.

2. Occupants should:

(a) Remain seated with safety belts fastened anytime the apparatus is moving.

(b) Take reasonable steps to secure any unsecured equipment within the passenger compartment so items do not become projectiles if the driver/operator makes an abrupt maneuver or the apparatus is involved in an accident.

(c) Notify the driver/operator of any observed unsafe conditions that cannot reasonably be made safe by the occupant.

(d) Avoid distracting the driver/operator while the apparatus is in motion.

300.4 UNIVERSAL PRACTICES

1. The first priority should be the safe arrival of the apparatus and crew members at the emergency scene.
2. Apparatus not equipped with an anti-lock braking system and carrying more than 999 gallons of water should be operated only in non-emergency mode.
3. Apparatus equipped with a “wet road/dry road” switch should be operated only in the “dry road” mode.
4. Apparatus equipped with a traction control switch should be operated with the traction control engaged unless automatic tire chains are actively in use.
5. The engine retarder should be turned off when roads are wet or otherwise slippery.

Fireground Accountability

301.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department personnel accountability and safety. This procedure should be implemented at all incidents.

Corresponding Policies:

Fireground Accountability
Incident Management
Rapid Intervention, Two-In/Two-Out
Tactical Withdrawal

301.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)

The IC should:

#Establish the department accountability system for all personnel on-scene and advise incoming units of the accountability location. Whenever practicable, the accountability location should be at the incident command post.

#When practicable, assign an accountability officer on incidents that expand beyond the initial arriving unit.

301.3 PROCEDURES

301.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus not equipped with an electronic or global positioning system-based locator (passive) accountability system should have an accountability board to account for all personnel on the unit. This board should be updated any time there is a change in personnel assigned to the unit and should be provided to the IC or Accountability Officer, if one is assigned, upon request.
2. Apparatus not equipped with passive accountability system locators should have a back-up collector for initial apparatus and all responding apparatus in case the accountability board is lost, damaged or inaccurate.

(b) Personnel

1. All personnel should be issued the necessary passive accountability system components or manual system accountability tags. It is the responsibility of each member to ensure that the passive system components, whether mounted on the personal alert safety system (PASS alarm) air pack assigned to the firefighter or as an electronic tag or his/her manual accountability system tags are located in the proper location. The Company Officer should ensure crew member tags are properly placed on the apparatus at the beginning of the shift.

2. No firefighter should perform any task requiring use of the personnel accountability system without the proper operating passive electronic tags or full complement of assigned manual tags.

(c) Division/Group Supervisor

1. Each Division/Group Supervisor should have an operating electronic accountability receiving component or a command board relative to the personnel assigned to him/her.

301.3.2 OPERATIONS

(a) Incident Commander

1. The IC is responsible for the overall accountability of all personnel assigned to the incident. The IC is directly responsible for the accountability of personnel working independently of a company, crew, team, division or group including:

- The Incident Safety Officer.
- The driver/operator.

2. The IC should:

- Maintain the personnel accountability system throughout the duration of the incident.
- Expand the accountability system as the incident expands, including assigning additional accountability officers, as appropriate.

(b) Division/Group Supervisor

1. The Division/Group Supervisor should be responsible for the accountability of the companies and crews assigned to his/her division or group.

2. The Division/Group Supervisor should:

- Maintain visual or radio contact with all companies and crews assigned to the division/group.
- Know the location and tasks of all assigned resources.
- Remain in his/her assigned area to maintain close accountability of assigned resources.
- Obtain Personnel Accountability Reports (PARs) with conditions, actions, needs and reports of all assigned resources, as necessary.

(c) Company Officer

1. The Company Officer should be responsible for the personnel assigned to his/her company.

2. The Company Officer should:

    - Maintain unit integrity by ensuring all members enter and leave any IDLH environment or assignment area together.
    - Know each assigned firefighter's location and task assignment.
    - Maintain contact by sight, sound or touch with each firefighter and monitor crew air consumption to ensure an adequate exit air supply.
    - Maintain the accountability system assigned to the crew.

(d) Firefighter

1. The individual firefighter should:

    (a) Ensure his/her electronic or manual accountability tags are correct and placed in the correct location.

    (b) Stay with assigned company.

    (c) Maintain awareness of his/her air consumption to ensure an adequate exit air supply.

    (d) Notify the Company Officer of any reasonably identified situation that may be detrimental to the operation, such as:

    - Low air supply.
    - Inability to complete an assignment.
    - Evidence of collapse.
    - Hostile fire event.
    - Deteriorating conditions.

(e) Personnel Accountability Report (PAR)

1. The passive personnel accountability system should be reviewed or a PAR requested by the IC and/or Safety Officer whenever these situations occur:

    (a) Report of a missing, trapped or injured firefighter

    (b) Change from offensive to defensive mode

    (c) Unexpected catastrophic event occurs such as:

    - Flashover
    - Backdraft
    - Structural collapse
    - Mayday

    (d) An emergency evacuation

    (e) A fire is declared under control

(f) Every 20 minutes of elapsed time

(g) Anytime the IC feels that it is appropriate

2. Non-emergency radio traffic should be held until the PAR is completed.

3. A PAR report should include the following information:

    (a) Unit designation.

    (b) Number of personnel.

    (c) Assigned task and location.

SCBA Operational Use

302.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department units responding to an Immediately Dangerous to Life and Health (IDLH) environment that requires the use of a Self-Contained Breathing Apparatus (SCBA).

Corresponding Policies:

Rapid Intervention/Two-in Two-out
Respiratory Protection Program

302.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)

The IC should:

#Notify Dispatch and incoming units of Immediately dangerous to life and health (IDLH) conditions that may require responding units to stage away from the scene or go on air before or immediately upon arrival. These conditions may include, but are not limited to:

- Hazardous materials leaks, fumes or vapors
- Potential explosion
- Excessive smoke

#Perform or direct another member to perform a 360 assessment and report back to the IC. The 360 assessment should, in part, reveal whether potential or actual IDLH conditions exist.

#Establish the department accountability system.

#Before entering an IDLH environment, take reasonable steps to ensure that the practice of two-in/two-out is being followed and that a Rapid Intervention Team is on-scene or responding.

#Call for any additional required resources, including units with RIT and air refill capabilities.

#Establish a rehabilitation (rehab) area and assign members to rehab duties.

302.3 PROCEDURES

(a) Apparatus

1. Apparatus should be placed according to procedures for the specific event. Follow the Traffic Incident Management System and Roadway Incidents Procedure for roadway incidents.
2. Apparatus Operators should keep their SCBA close enough to don quickly if needed.

(b) Personnel

1. Personnel should:
    - Be in full personal protective equipment (PPE) until otherwise advised.
    - Remain with their assigned apparatus until directed by the IC.
2. In deciding whether to go on air, personnel should consider:
    - Timing.
    - Size-up.
    - Wind direction.
    - Location.
    - Hazardous conditions, current and future.
    - Atmospheric monitoring.
    - Conditions unique to the IDLH.
3. The Incident Commander (IC) should consider establishing operating zones.

302.4 OPERATIONS

(a) Suppression Team

1. Personnel entering the IDLH atmosphere should do so in teams of two or more and remain in visual or voice contact with each other at all times.
2. Personnel should operate using the practice of two-in/two-out.
3. All teams should enter, operate and leave together.
4. Personnel should be on air whenever they are:

    (a) Investigating smoke conditions.

    (b) Engaged in suppressing any size fire with the possible exception of a vegetation fire.

    (c) Entering an area that may be oxygen deficient such as:
    - Confined spaces.
    - Trenches.
    - Unventilated structures.
    - Septic tanks.

(d) Entering the hot zone at a hazardous material incident.

(e) Entering any area where contaminant levels may become unsafe without warning.

(f) Operating in any situation where exposures cannot be identified or reasonably estimated.

(g) Ordered by the Company Officer or IC to be on air.

(b) Emergency Procedures

1. The Fireground Accountability and Mayday procedures should be used whenever:

    - A sounding Personal Alarm (or Alert) Safety System (PASS) or low-air alarm that cannot be associated with a firefighter outside the IDLH area is reported.
    - A member is reported to be missing.
    - A PAR reveals missing members.
    - A member calls a Mayday.

2. All malfunctioning SCBA should be removed from change-out zones, placed out of service and tagged for later inspection.

(c) Rapid Intervention Team

1. When functioning as the initial RIT members should be in full PPE and have SCBA equipped with Universal Air Couplings, when available, ready for use.

302.5 UNIVERSAL PRACTICES

1. Assigned personnel should use their SCBA during all phases of the fireground operation, including overhaul, until otherwise advised by the IC.
2. Crews on air should enter only with a full tank and monitor time and air use according to the Fallen Leaf Lake Fire Department’s Rule of Air Management (ROAM).
3. To maintain situational awareness in the hazard zone, crews should:
    - Look for changing fire behavior and structural hazard conditions.
    - Communicate face-to-face and/or via radio the conditions they observe and any change in conditions.
    - Have two or more escape routes out of their work area.
    - Create a safety zone to work between the fire and their exit so that the fire cannot prevent their exiting.
4. Crews on air should continually monitor air use so adequate time and air supply will be available to exit the structure safely.
5. Personnel must exit the IDLH environment before activation of the low-air alarm.

6. The Company Officer, IC, Incident Safety Officer or designated member should refer to the Respiratory Protection Program Policy for exposure and stress monitoring and reevaluation of personnel.

Rapid Intervention Team (RIT)

303.1 PURPOSE AND SCOPE
This document provides on-scene procedures for Rapid Intervention Team units operating on incidents requiring a RIT

Corresponding Policies:

Emergency Response
Fireground Accountability
Incident Management
Rapid Intervention/Two-in Two-out

303.2 FIRST FIVE MINUTES
The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)
- Request for an initial RIT assignment together with any additional RITs required

#When practicable, the Incident Commander (IC) should assign a RIT group supervisor.

#As soon as practicable, the RIT group supervisor should perform a 360 assessment to identify exit and entrance obstacles for removal by the RIT team and areas to establish a means of escape including:

- Burglar bars and window guards.
- Visibly secured roll-up and steel doors.
- Locations for placement of ladders on all sides of the structure.
- Below-grade access points.

303.3 PROCEDURES

303.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus carrying RIT personnel should stage at a location that allows later-arriving units access to the scene, while allowing assigned personnel adequate access to tools and equipment for RIT operations.

(b) Personnel

1. RIT personnel should be in full structural firefighting personal protective equipment (PPE) with a self-contained breathing apparatus (SCBA). Each RIT member should have a portable radio. At least one member of the team should have a thermal imaging camera (TIC).

2. Except for the operations listed below and whenever practicable, the RIT should not be assigned to any duties that divert attention or resources away from their primary mission of responder rescue.

3. The RIT should consist of these positions and assignments:

- RIT Group Supervisor
- RIT Team Leader
- Navigation and air supply
- Search and Rescue
- Package and Removal

303.3.2 OPERATIONS

(a) Rapid Intervention Team

1. Upon arrival, the RIT should pull or assemble the RIT cache and report to the IC or RIT group supervisor for assignment. The RIT cache should include, but is not limited to:
    - TIC
    - Handlights
    - Extra SCBA or RIT pack for rescue
    - Extra full air bottles for RIT personnel
    - Rope and webbing
    - Saws
    - Hand tools for prying, forcing and access
    - Cribbing

2. When practicable, the RIT should take steps to remove barriers to structure access identified in the 360 assessment or discovered during fireground activity to enable quicker entry and exit. The RIT should communicate its intentions to the IC or RIT group supervisor before taking any action. This includes, but is not limited to:
    - Removing burglar bars and window guards
    - Unlocking/forcing and controlling locked doors
    - Deploying ground ladders to provide additional points of entry and exit
    - Setting up or calling for additional scene lighting

3. The RIT should monitor fireground communications and the location and assignments of crews working on the fireground. The RIT should also observe fire and flowpaths.

4. RIT activation:

    (a) Upon notification of a lost, trapped or injured firefighter, the RIT should be activated. The RIT assignment should be limited to locating, assessing and removing the firefighter who has become lost, trapped and/or injured.

    (b) The RIT team leader should confirm activation with the IC or RIT group supervisor and based upon information provided by the IC or RIT group supervisor should:

        - Proceed with the RIT cache to the last known or suspected working area of the crew or firefighter needing rescue.

        - Engage in rescue operations.

        - Continually monitor any radio communications from the victim.

        - Communicate rescue activities and progress to the IC or RIT group supervisor.

303.4 UNIVERSAL PRACTICES

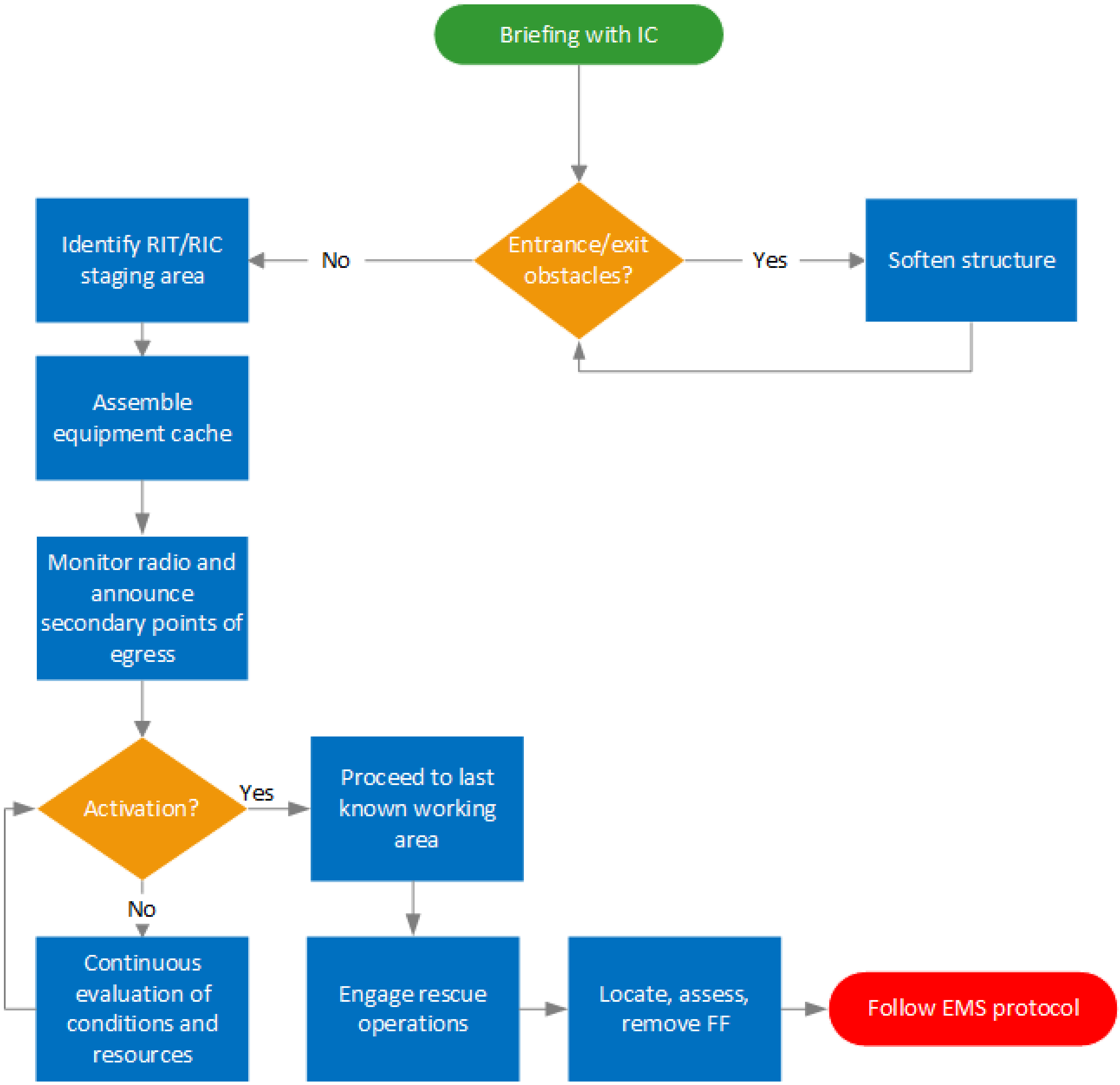
1. Tools and equipment assembled for the RIT should not be used by other fireground personnel.

2. If the RIT does not have a pre-assembled and designated equipment cache, the RIT should assemble tools and equipment from their own unit. Any additional tools or equipment required should be from apparatus not directly engaged in fireground operations to avoid stripping primary units of equipment needed for fireground operations.

3. When an on-scene RIT is activated for rescue, a second RIT should be assigned to the incident, if one is not on-scene.

4. When an on-scene RIT is activated, the IC should consider calling Dispatch and requesting a next alarm assignment to provide additional resources and personnel.

303.5 PROCEDURE DECISION TREE



Mayday

304.1 PURPOSE AND SCOPE

This document provides Mayday procedures for Fallen Leaf Lake Fire Department personnel operating at emergency incidents.

Corresponding Policies:

Fireground Accountability
Fireground Communications
Incident Management
Rapid Intervention, Two-In/Two-Out

304.2 FIRST FIVE MINUTES

Upon receiving a Mayday call from a firefighter or receiving notice from Dispatch or on-scene personnel that a firefighter is calling a Mayday, the Incident Commander (IC) should:

#Acknowledge the Mayday and clear all radio traffic. Example: “Command to all units, clear the radio for a Mayday transmission, Command to all units, clear the radio for a Mayday transmission. Mayday unit go ahead with your message.”

#The Mayday status report from the firefighter should include the following information. If the report is not complete request the following missing information:

- **L**ocation.
- **U**nit.
- **N**ame.
- **A**ir supply.
- **R**esources needed.

#Activate the Rapid Intervention Team (RIT).

#Order all units to Conduct a Personnel Accountability Report (PAR).

#Contact Dispatch and request an additional alarm assignment and confirm that an Advanced Life Support (ALS) ambulance capable of immediate transport is on the scene or enroute.

#Take command of the rescue effort and transfer command of the overall incident to another qualified officer, or appoint a qualified officer to take command of the rescue effort and retain overall incident command.

The firefighter calling the Mayday should:

#Remain calm.

#Locate his/her radio.

#Confirm the radio is on the correct channel.

#Activate the emergency call button, or key the mic, on the radio.

#Transmit, “Mayday, Mayday, Mayday.”

#Once the Mayday is acknowledged, describe the problem and give a LUNAR report.

#Activate the Personal Alarm (or Alert) Safety System (PASS) device.

#Practice air management procedures.

304.3 PROCEDURES

304.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Stage an on-scene or arriving ALS ambulance to treat and transport firefighters calling the Mayday.

(b) Personnel

1. Personnel should avoid any radio traffic while the Mayday is transmitted and acknowledged and limit radio traffic to necessary communications while the Mayday is active.

2. Personnel should continue to carry out their assigned tasks unless otherwise directed. If awaiting assignment, personnel should not engage in any fireground activity until directed by the IC or a supervising officer.

304.3.2 OPERATIONS

(a) The IC or a Group/Division supervisor should:

1. Try to assist a firefighter calling a Mayday by:

    (a) Communicating self-help techniques to assist with the rescue.

    (b) Using the Mayday firefighter’s own company to assist with the rescue.

    (c) Using a company already working inside the hazard zone to assist with rescue.

2. Monitor current fireground operations and alter as needed, including ordering evacuation.

3. Maintain communications and command discipline.

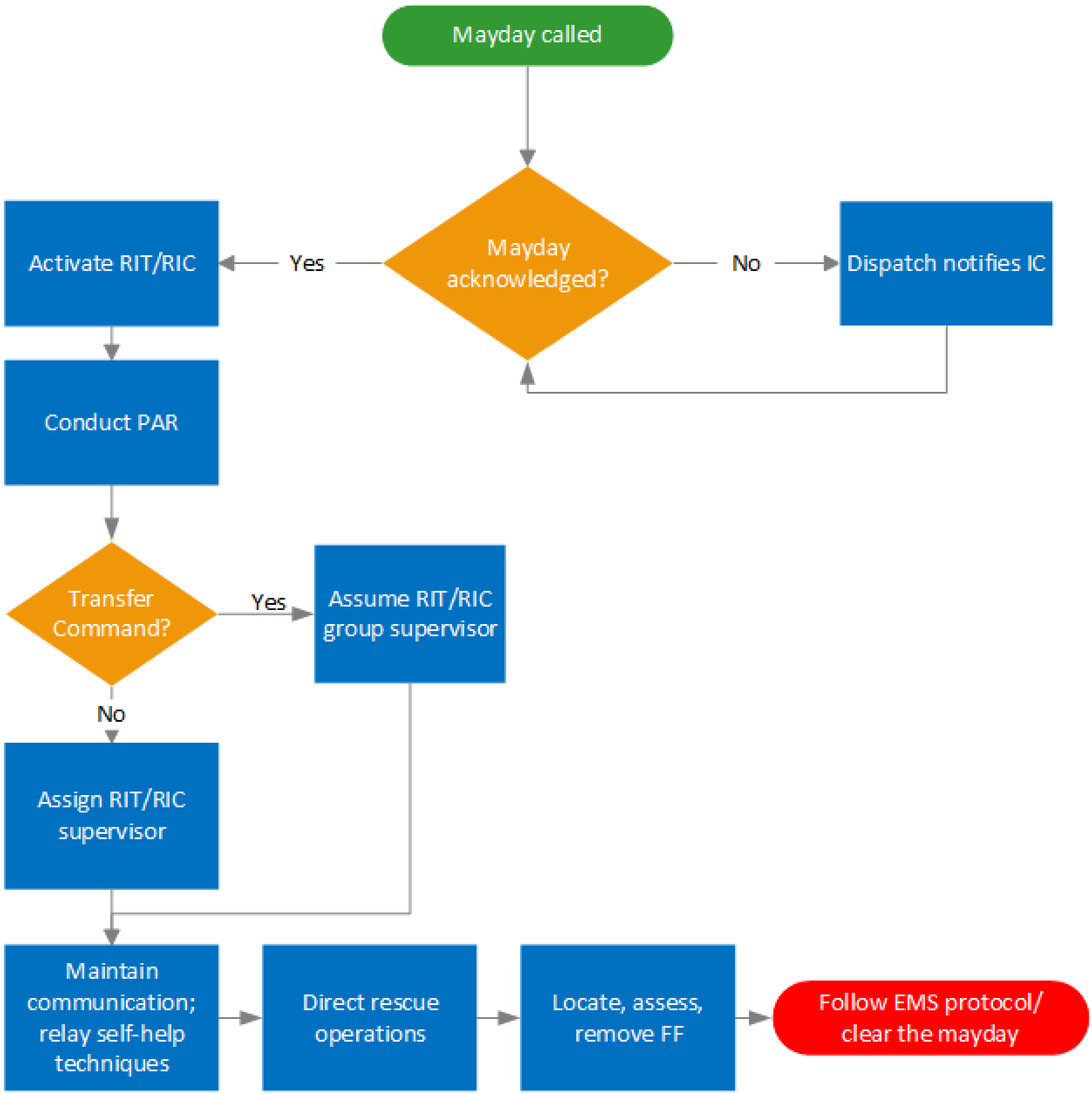
4. Clear the Mayday when the situation that gave rise to the Mayday has been controlled and any necessary treatment is under way by contacting Dispatch and advising that the Mayday incident is concluded.

5. The IC should develop and communicate the strategy and Incident Action Plan (IAP) for the next operational period in the incident.

304.4 UNIVERSAL PRACTICES

1. Personnel who know the exact location of a member calling a Mayday and who determine that a rescue can be made should communicate with the officer coordinating the Mayday response before engaging in the rescue.
2. Group/Division supervisors and Company Officers should take reasonable steps to see that assigned personnel are following Rule of Air Management (ROAM) practices.

304.5 PROCEDURE DECISION TREE



On-Scene Rehabilitation

305.1 PURPOSE AND SCOPE
This document provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department firefighter rehabilitation. This procedure should be implemented at all working fires, greater alarm emergencies or during extended operations.

Corresponding Policies:

Critical Incident Stress Debriefing
Heat Illness Prevention Program

305.2 FIRST FIVE MINUTES
#The Incident Commander (IC) should determine whether operational needs and/or weather conditions require the establishment of a formal rehabilitation group.

- Incident rehabilitation can be informal for routine incidents such as minor structure fires or small wildland fires. Informal rehabilitation is usually performed at the company level. The accountability system applies to both informal and formal rehabilitation.
- Rehabilitation should begin when emergency operations or training exercises pose a potential safety or health risk to members.

#During the 360 assessment and size-up, the IC should take notice of appropriate locations for rehabilitation operations.

- Potential locations for a formal rehabilitation group should be noted in the Initial Action Plan.
- The rehabilitation group should be near the command post but outside the immediately dangerous to life and health (IDLH) area.

#Assign a rehabilitation officer, if required, as soon as resources permit.

- The IC is responsible for rehabilitation of members unless that duty is delegated to a rehabilitation officer.

#Call for any additional required resources.

- The IC or rehabilitation officer should call for rehabilitation resources, including emergency medical service (EMS) units dedicated to rehab, early in an incident to allow time for the resources to arrive and set up the formal rehabilitation location.

305.3 PROCEDURES

305.3.1 RESOURCE DEPLOYMENT
A large scale, long duration or extreme weather incident will require the establishment of a formal rehabilitation group.

(a) Location

1. The rehabilitation group should be near the command post.

2. Primary considerations are:

- Sufficient space to accommodate the number of personnel expected.
- Sufficient space for a separate area to remove personal protective equipment (PPE).
- Accessibility for EMS and ambulance(s).
- Away from hazardous atmospheres including apparatus exhaust.
- Uphill and upwind from any gross decontamination area.
- Shaded in the summer and protected from inclement weather (cold/rain/snow).
- Accessible to a water supply for hydration and cooling.
- Away from spectators and media whenever possible.

(b) Personnel (Rehabilitation Team)

1. The rehabilitation team should have sufficient personnel to staff these functions:

(a) Rehabilitation officer to manage the group.

(b) Member assigned to accountability for rehab check in/check out.

(c) Provision of hydration and nourishment and warming or cooling aids as required.

(d) EMS personnel for vital sign monitoring.

(e) Critical Incident Stress Team (if required).

305.3.2 OPERATIONS

(a) Entry Point

1. When practicable, company officers should direct crews to rehab together.

2. Make an initial medical screening assessment for general signs and symptoms requiring treatment and an initial assessment of vital signs.

3. Remove PPE and provide clean-up/decontamination resources. Gross decontamination techniques should be employed before coming in contact with gear and equipment that has not been involved in suppression operations or a hazardous materials response hot zone.

4. If no further medical attention is required, direct crew members to hydration, replenishment and warming or cooling resources.

(b) Hydration and Replenishment

1. In cold weather, water and sports drinks should be at room temperature.

2. Members in rehab should:

- Drink at least 8 ounces of fluid every 15 minutes.
- Eat easily digested foods such as plain sandwiches, stew, fruits and snack bars.
- Avoid fried foods or high fat foods.
- Avoid carbonated or caffeinated drinks.
- Cool down/warm up as determined by the elements.

(c) Medical Treatment and Transport

1. EMS members assigned to rehab should:
   (a) Provide a medical screening assessment and take vital signs including:
      1. Temperature
      2. Blood pressure
      3. Age-adjusted heart rate
      4. Respiratory rate
      5. Pulse oximetry

   (b) Treat members exhibiting signs or symptoms requiring further assessment, vital signs exceeding EMS protocols and/or symptoms of heat/cold stress.

   (c) Treat minor injuries.

   (d) Arrange for patient transfer to other EMS crews for medical transport as needed.

   (e) Reassess each member’s vital signs before return to duty.

(d) Return to Duty and Reassignment

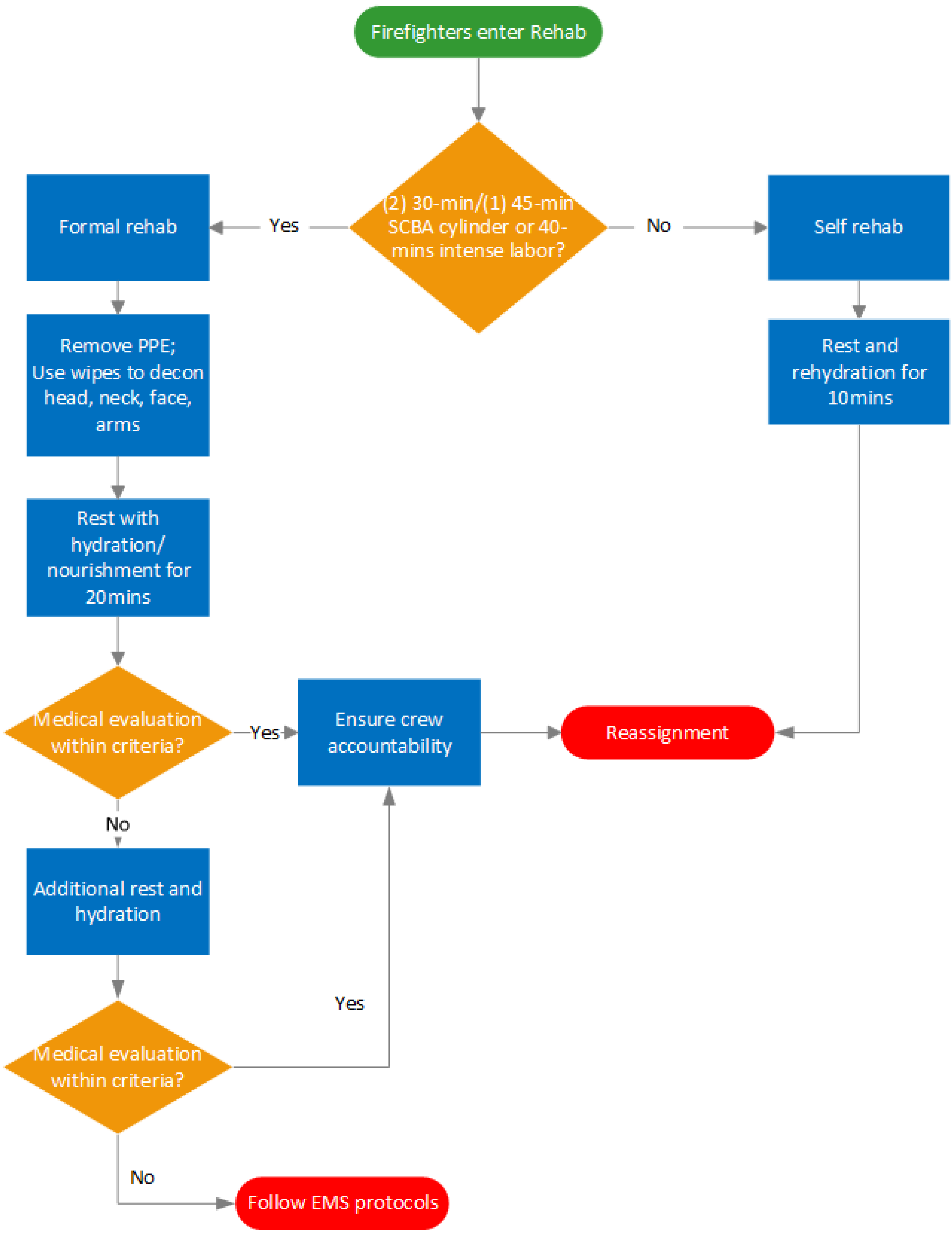
1. The Company Officer is responsible to make sure members and crews are properly hydrated, receive medical treatment if required, rest and medical clearance before return to duty or reassignment.
2. Rest periods should be no less than 20 minutes under any conditions and should be minimum of 20 minutes after using a second 30-minute or using a single 45-minute or 60-minute self-contained breathing apparatus (SCBA) cylinder.
3. The rehabilitation officer should be permitted to adjust the time frames depending on work or environmental conditions. Consideration should be given to maintaining an equal work/rest time ratio.
4. A record of all members passing through rehabilitation should be maintained. The record should include:
   - Unit number.
   - Member name.
   - Vital signs.

- Time in/time out for members entering or leaving rehab.
- Disposition.

305.4 UNIVERSAL PRACTICES

1. Company Officers should continually observe fellow crew members for conditions requiring rehabilitation.
2. All members should recognize the general signs and symptoms requiring further assessment and signs and symptoms of heat stress, cold stress and heat-related illness.

305.5 PROCEDURE DECISION TREE



On-Scene Rehabilitation

Traffic Incident Management System and Roadway Incidents Procedure

306.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department units operating at roadway incidents.

Corresponding Policies:

Apparatus/Vehicle Backing
Emergency Response
Fire Apparatus Driver/Operator Training
High-Visibility Safety Vests
Incident Management
Staging
Vehicle Seat Belts

306.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene
- Confirm a law enforcement response if law enforcement is not yet on-scene
- Initial scene size-up
- Advise incoming units as to the best route to approach the scene, considering response time and safe operation. In some cases the best route may be from the opposite direction and/or by use of exit ramps to enter the roadway and approach the scene.
- Unit assuming incident command (IC)

The IC should:

#Perform or direct another member to perform a 360 assessment and report results to the IC. The information gathered should include, but not be limited to:

- Physical size and length of the incident including number of lanes which may have to be closed in each direction to allow for safe operation.
- Number and type of vehicles involved.
- Estimated number of victims and initial triage of severity of injury.
- Whether the incident includes electrical hazards, fire, extrication and medical treatment.

#Consider establishing a unified command (UC), depending on the location, size and complexity of the incident.

#Locate areas for incoming units to establish a temporary traffic control (TTC) zone which should include the following:

- An advanced warning area where motorists should see that there is a roadway incident ahead.
- A transition area where motorists should be directed around the roadway incident.
- An activity area located away from the traffic path where responding personnel should be able to work as safely as is practicable.
- A termination area where motorists should be directed back into the normal flow of traffic.

#Develop an initial Incident Action Plan (IAP) based on available information and visible conditions.

#Contact Dispatch to update any information and request any required additional resources.

306.3 PROCEDURES

306.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

- Whenever practicable, apparatus should be placed uphill and upwind of the incident when fire, smoke or hazardous materials including leaking fuel, is or may be present.
- Whenever practicable, apparatus should be angled on the roadway with a “block left” or “block right” to minimize exposure of the crew and driver/ operator to approaching traffic and maximize the safe activity area. Leave space for additional resources including but not limited to heavy rescue units and emergency medical services.
- On multi-lane roadways, the incident lane plus at least one additional lane should be blocked.
- Whenever practicable, apparatus should be positioned to minimize head lights and scene lights from interfering with the vision of motorists.
- When reasonably available, additional apparatus should be used to block traffic on higher-volume roadways.
- Apparatus traffic direction devices should be activated and apparatus placed to enhance their visibility to motorists.

(b) Personnel

- Personnel not directly exposed to fire, flame, excessive heat or hazardous materials should always wear high-visibility garments approved for roadway use.

- Personnel should use extreme caution before opening passenger cabin and storage doors and when exiting and entering apparatus. Look for and remain alert to moving traffic.
- Whenever practicable, personnel should avoid facing away from traffic.

(c) Traffic Control Devices

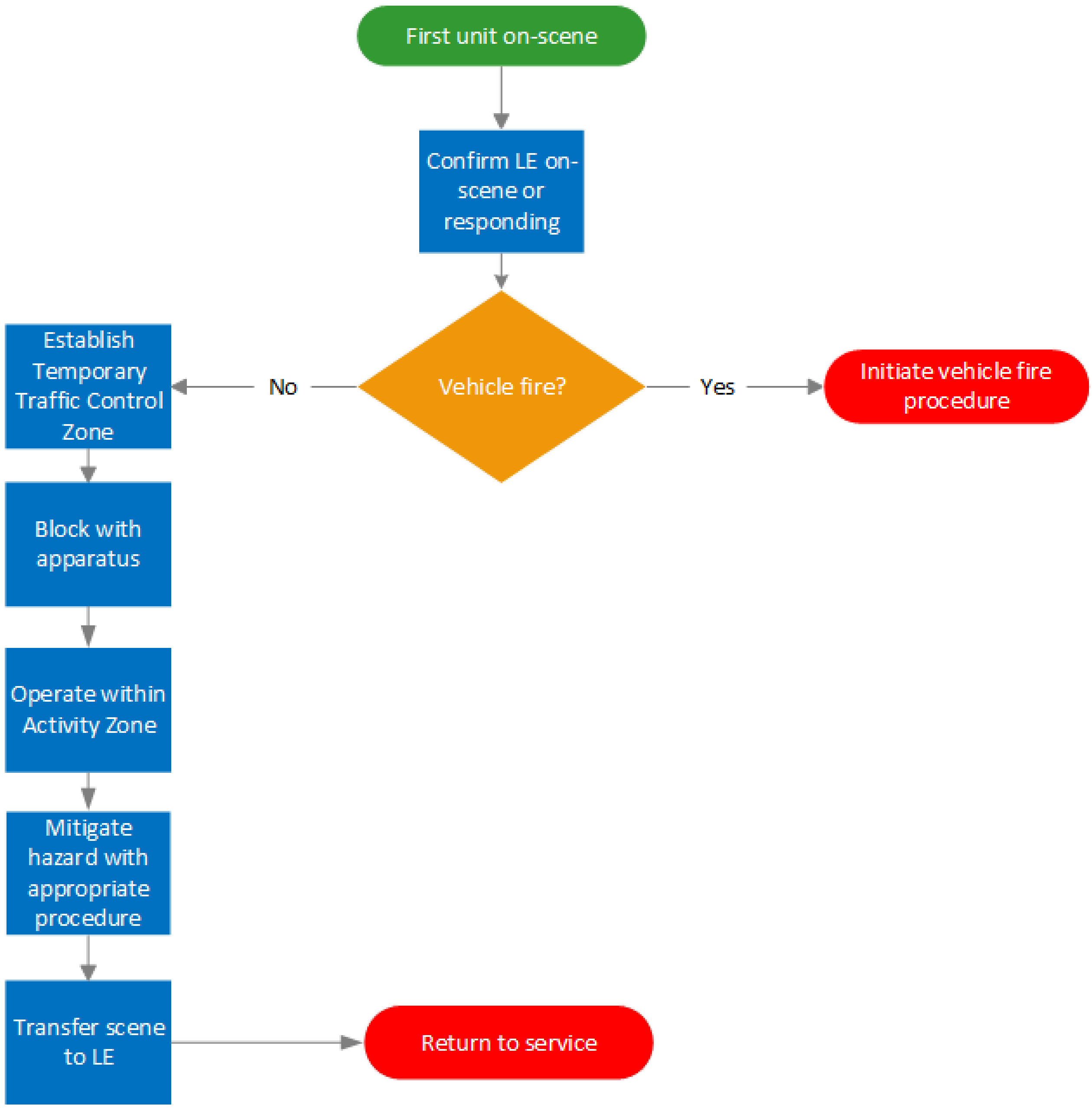
1. Temporary traffic control devices (TCDs) should be deployed from the rear of apparatus blocking the scene toward approaching traffic to create advanced warning and transition areas as well as to buffer the incident area from the TTC zones and warn approaching motorists of the scene ahead to create, as is as reasonably possible, a safe activity area for responders.
2. If available, an approved advance warning sign should be used to identify the advanced warning area. Whenever practicable, the sign should be located at the following distances from the transition area unless the conditions reasonably call for a shorter or longer distance:
    - Urban low speed roadways – 100 feet from the transition area
    - Urban high speed roadways – 350 feet from the transition area
    - Rural roadways – 500 feet from the transition area
    - Highways and interstates – 1000 feet from the transition area
3. Portable traffic control devices (TCDs) should also be deployed (cones, caution lights, etc.) to separate and buffer the activity area from traffic moving through the incident and termination areas. TCD's may include, but are not limited to traffic cones, road flares and warning lights.

306.4 UNIVERSAL PRACTICES

1. Personnel should not assume a scene on a roadway is completely safe from approaching traffic. Personnel should remain aware of traffic. When reasonably practicable, a spotter or lookout should be placed between the incident area and oncoming or passing traffic when engaged in operations
2. Depending on the roadway, multiple lanes or multiple sides of the incident may need to be protected using fire apparatus, law enforcement vehicles, official vehicles from other responding agencies, Department of Transportation (DOT) vehicles or additional TCDs. Whenever practicable, have these resources in place before starting fire suppression or rescue operations.
3. Members should load patients into ambulances from within an area protected from traffic with the patient compartment doors angled away from moving traffic to protect personnel and patients from approaching motorists.
4. To reduce exposure to traffic and reduce traffic congestion, personnel, apparatus and equipment should be removed from the roadway as soon as possible.
5. The IC should ensure adequate gross decontamination is performed before breaking down the TTC zone and releasing units from any scene where personnel were exposed to potentially harmful substances, including:

- Smoke
- Soot
- Body fluids
- Hazardous Materials

306.5 PROCEDURE DECISION TREE



Chapter 4 - Emergency Operations

Fireground Communications

400.1 PURPOSE AND SCOPE

This document provides on-scene communication procedures for Fallen Leaf Lake Fire Department units operating on emergency incidents.

Corresponding Policies:

Fireground Accountability
Hazardous Materials Response
High-Rise Incident Management
Incident Management
Mobile Data Terminal Use
Rapid Intervention/Two-In Two-Out
Staging

400.2 FIRST FIVE MINUTES

When practicable and when applicable, the following communications should include, but not be limited to:

#Communications to Dispatch from the first arriving Fallen Leaf Lake Fire Department unit:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)
- Declaration of a working incident
- Request for a fireground channel together with any additional channels which may be required due to the size and nature of the incident
- Location of primary (Level 1) staging area
- Cancel or request additional resources and next level alarms as required due to the size and nature of the incident and based on results of a 360 assessment.
- Rapid Intervention Team (RIT) request
- Declaration of command mode
- Declaration of an offensive or defensive strategy

#Communications from Dispatch to the IC and incoming units:

- Fireground operations channels
- Location of the primary (Level 1) staging area
- RIT assignment
- Confirmation of additional resources and alarms requested

#Communications from the IC to incoming units:

- Instructions to any units needed to immediately operate at the scene, including:
    - Where units should position
    - Task assignments
    - Structure entry points
    - Advise as to any special tools or equipment personnel may need to accomplish assigned tasks
    - Department accountability system check-in location

400.3 PROCEDURES

400.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. When directed by Dispatch apparatus radios should be tuned to the fireground operations channel while en route and on-scene. Officers should acknowledge assignments clearly and concisely to avoid unnecessary radio traffic but otherwise should generally avoid using the fireground operations channel while en route unless called.

(b) Personnel

1. Personnel operating within an immediately dangerous to life and health (IDLH) environment should each have a portable radio tuned to the fireground frequency.

2. Personnel operating on the fireground should keep radio communications to a minimum when possible.

400.3.2 OPERATIONS

Fireground communications may include:

(a) Emergency Traffic Declaration

1. A request for an emergency traffic declaration should be reserved for situations involving immediate danger to personnel. Examples of situations that warrant an emergency traffic declaration include:
    - Structure evacuation
    - Unexpected building collapse or sudden change in conditions
    - Serious injury to personnel
    - Motor vehicle accident involving fire department equipment that results in injuries
    - An unstable situation in which personnel are being assaulted or physically threatened

2. A member requesting an emergency traffic declaration should radio IC with a transmission similar to: “Incident Command from Engine 1 with Emergency Traffic.” Personnel should take a short pause, then go ahead with emergency traffic.

3. The IC should acknowledge and repeat the emergency transmission and take any necessary action.

4. When an emergency traffic declaration is made all other radio traffic should be held until the emergency traffic message is delivered and acknowledged.

5. Once the emergency traffic is completed, the member making the emergency traffic declaration should conclude the message with a transmission similar to “All clear, resume radio traffic.”

(b) Mayday from a lost, injured or trapped firefighter

1. Mayday communications should follow the Mayday procedure and Rapid Intervention/Two-In Two-Out policy.

(c) Personnel Accountability Report (PAR) Communications

1. Incident on-scene and working time should be tracked by Dispatch and prompt the IC every 10 minutes for a status report. The IC should use this time prompt to determine whether a PAR should be called. When the IC requests, all non-emergency radio traffic unrelated to the PAR should cease until the PAR is concluded. The company officer or crew leader should respond with this information:

(a) Unit number or designation

(b) Number of personnel

(c) Location

(d) Current assignment/function

400.4 UNIVERSAL PRACTICES

1. Radio communications on the fireground should be National Incident Management System (NIMS) compliant.

2. Personnel operating on the emergency scene should remain aware of radio traffic and wait for breaks to avoid "walking over” other transmissions, unless there is a need to request an emergency traffic declaration.

3. Radio transmissions should be made using plain language and unit designations instead of names. Use of codes should be avoided in all transmissions.

4. Personnel should acknowledge receipt of transmissions/orders and repeat. The repeat doesn’t need to duplicate the original message word for word, but it should be a brief and concise summary of the message’s intent. For example:

- “Engine 1, from Command, take a 1 ¾” pre-connect to the door on Side C.” “Engine 1 copies, 1 ¾” pre-connect to Door Side C.”

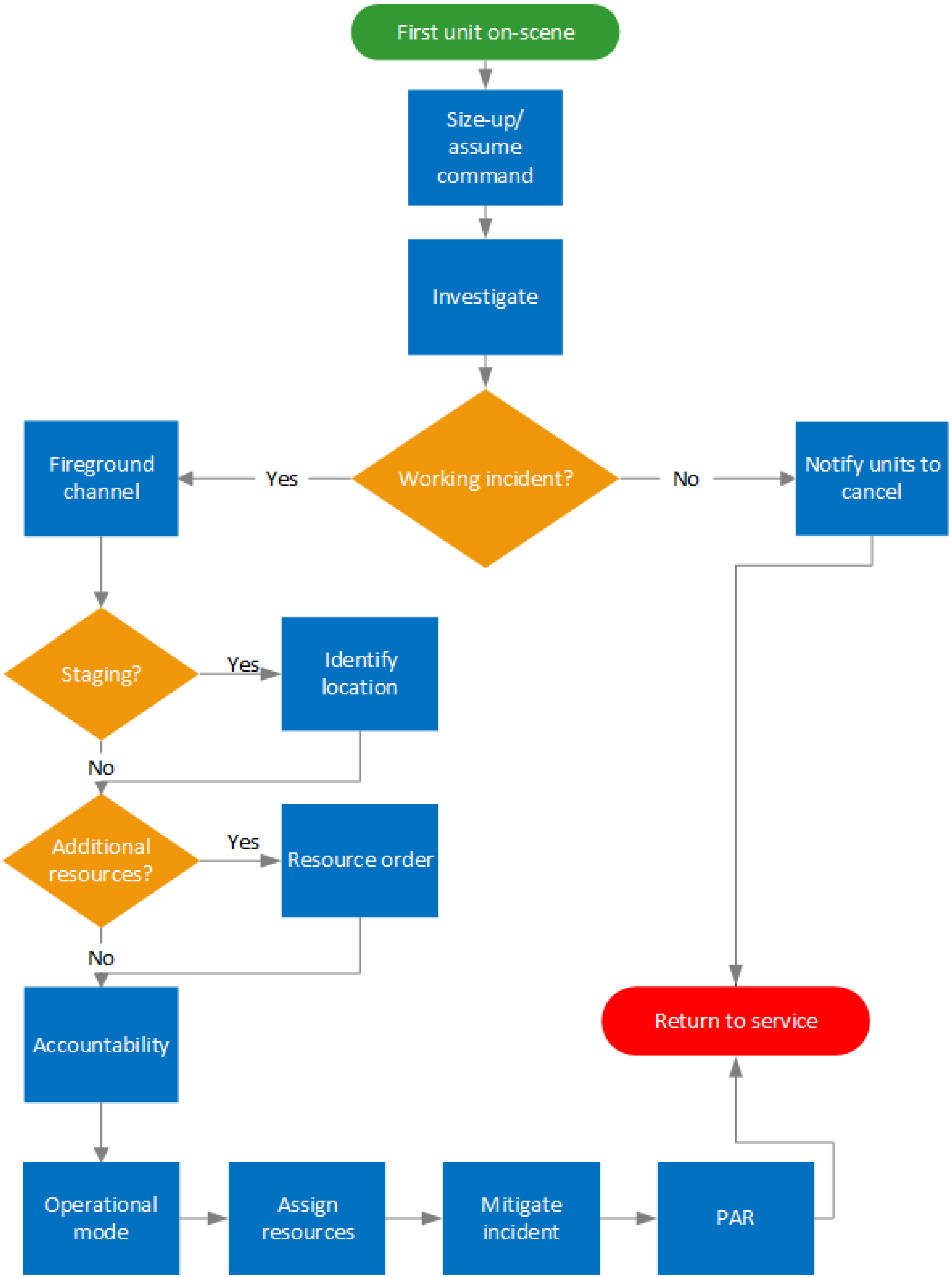
5. Personnel should decide what to say before pressing the transmit button.

6. When practicable, personnel should hold the radio microphone a few inches from the mouth to avoid audio distortion.

7. Personnel should not hold a portable radio with the antenna touching or very close to exposed skin, especially the eyes or face, when transmitting.

8. Portable radios should not be operated in an explosive atmosphere unless they are rated as intrinsically safe for fireground operations.

400.5 PROCEDURE DECISION TREE



Establishing Fireground Operations

401.0 PURPOSE AND SCOPE

This document outlines initial arrival and on-scene procedures for Fallen Leaf Lake Fire Department to establish fireground operations.

Corresponding Policies:

Fireground Accountability
High-Rise Incident Management
Incident Management
Staging
Wildland Firefighting

401.1 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)

#If fire or smoke is visible, declare a working incident and request a tactical channel and any additional fireground operations channels needed.

#Locate a Primary (Level 1) staging area and direct units to the scene or primary staging needed.

#Establish the department personnel accountability system and advise incoming units of the accountability location. Whenever practicable, the accountability location should be at the incident command post.

#Perform or direct another member to perform a 360 assessment of the incident and report results to the IC.

#Declare a command mode:

- Investigative
- Fast Attack
- Command

#Declare an initial operational mode based on extent of fire, life hazards, building construction, occupancy premises and resources available:

- Offensive

- Defensive

#Develop an initial Incident Action Plan and, based upon available and arriving personnel, prioritize, assign and tasks to incoming units. Task assignments include:

- Scene safety
- Primary search and rescue
- Initial fire attack
- Water supply
- Ventilation
- Rapid Intervention Team

#Utilize groups and/or divisions to maintain proper span of control.

#Call for or cancel additional resources as required. Total response time should be considered when requesting additional resources.

401.3 PROCEDURES

401.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Arriving apparatus should be positioned as the IC directs and for the specific incident and conditions. To prevent unsafe or ineffective positioning or the need to reposition, apparatus positioning should follow staging levels:

    (a) Primary (Level 1) Staging: As determined by department policy, only one or two pieces of apparatus should proceed directly to the scene along with any responding chief officers. Any other unit responding should stop one block away from the incident in the direction of travel and report its location.

    (b) Secondary (Level 2) Staging: This is where all second or greater alarm or mutual-aid companies report. The location should be announced when the additional resources are dispatched. This is the cue to establish the Staging Area Manager function.

2. The IC should consider a stage-away option when there may be a violent encounter.

(b) Personnel

1. Personnel should be wearing appropriate structural firefighting personal protective equipment (PPE) and be prepared to carry out their assigned tasks.

2. No personnel, regardless of rank, should enter an immediate danger to life and health (IDLH) atmosphere without full PPE and self-contained breathing apparatus (SCBA).

401.3.2 OPERATIONS
Operations will be dictated by the incident and conditions.

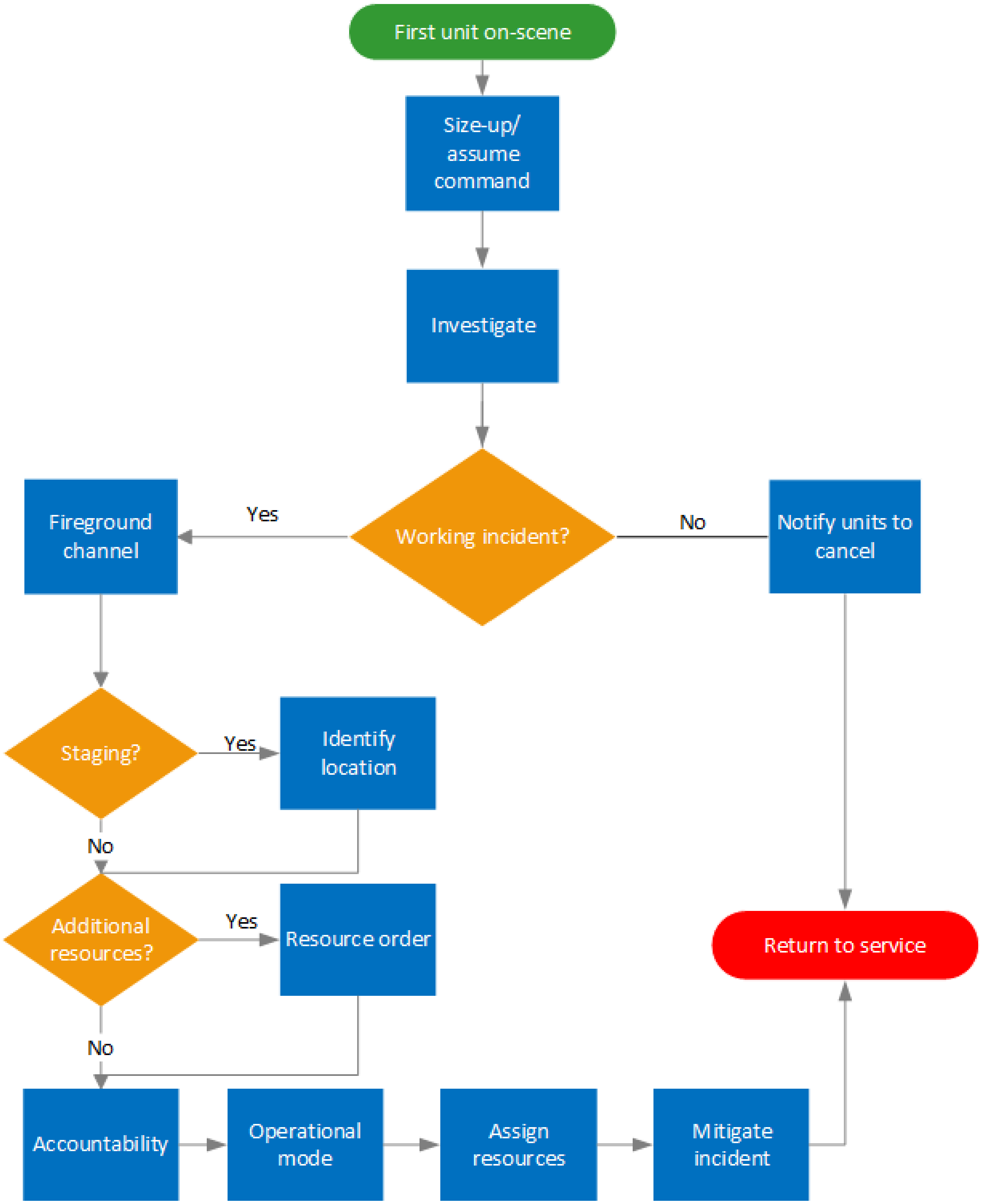
401.4 UNIVERSAL PRACTICES

1. The IC should incorporate risk management and risk assessment principles into all levels of the incident management system to define acceptable and unacceptable risks for all members working at an incident.

2. The IC should implement Crew Resource Management principles of communications, teamwork, leadership, task allocation and critical decision making during all emergency incidents.

3. Crew leaders or Division/Group supervisors should coordinate all fireground activity by communicating all intended actions and waiting for confirmation and an affirmative response before initiating their assigned task. For example, the ventilation crew should coordinate with search and rescue crews and hose teams to avoid any change in fire flow path that could trap these crews.

401.5 PROCEDURE DECISION TREE



Mutual Aid

402.1 PURPOSE AND SCOPE

This document provides mutual aid procedures for Fallen Leaf Lake Fire Department personnel. These procedures should be implemented when a request for mutual aid is received, according to local, county, regional or state mutual aid protocols.

Corresponding Policies:

Active Shooter and Other Violent Incidents
Communications Operations
Emergency Recall
Incident Management

402.2 FIRST FIVE MINUTES

When dispatched for mutual aid, the Company Officer should:

#Confirm that the Fallen Leaf Lake Fire Department has an executed mutual aid agreement with the requesting jurisdiction and that the request is consistent with an established mutual aid response plan. If the answer to either of these questions is “no,” notify a Assistant Chief to authorize the response.

#If the Company Officer believes that jurisdictional coverage cannot be maintained, he/she should contact the Assistant Chief to authorize the response. If the Assistant Chief agrees that jurisdictional coverage cannot be maintained, the Company Officer should advise Dispatch that coverage will be required before accepting the assignment.

#Once jurisdictional coverage is confirmed, advise Dispatch that the requested units are responding and confirm:

- Radio channel assignments.
- Incident location.
- Staging location or initial operations request and any specific routing instructions.

#Switch to assigned channel for further operations.

402.3 PROCEDURES

402.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Mutual-aid apparatus should report to the staging area unless otherwise directed by the Incident Commander (IC).

A. Upon arrival to the staging area, the Company Officer should check-in with the staging officer.

2. Apparatus deployed should be in accordance with any existing mutual aid response plan or match the type requested.

3. The Company Officer should confirm that any necessary thread adapters are placed on apparatus before responding to another jurisdiction.

(b) Personnel

1. When practicable, a Assistant Chief should respond with the mutual aid units to aid in communications, personnel safety and scene management.

2. Personnel should be in full personal protective equipment (PPE) suitable for the response and remain with their assigned crew.

3. Crews should stage at their assigned location and proceed with needed tools and equipment only when directed by their Company Officer, as directed by the IC.

(c) Self-deployment

1. Personnel should not respond to a scene without being requested.

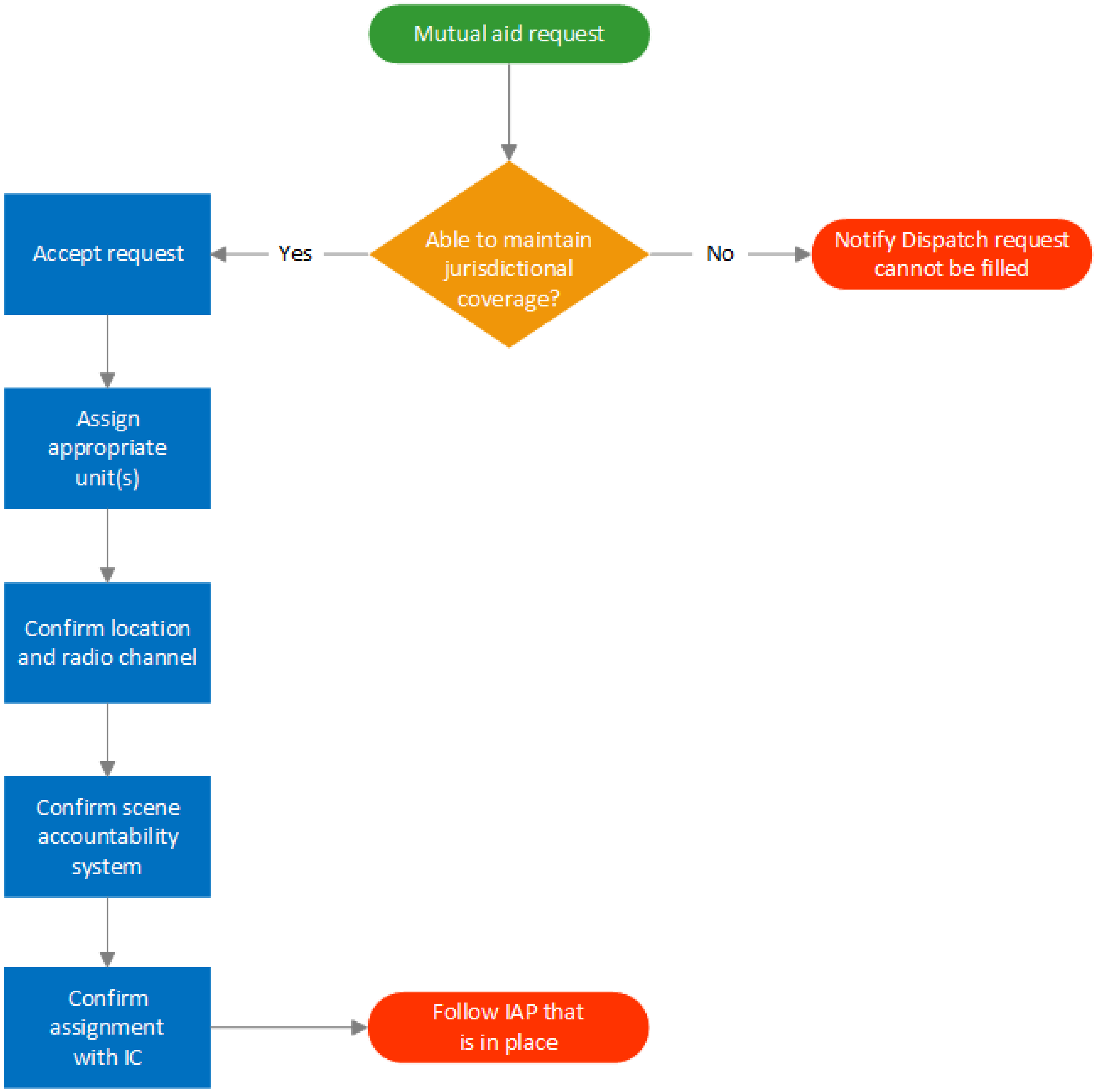
402.3.2 OPERATIONS

A response to a request for mutual aid involves the following operations:

(a) Personnel should operate only within a recognized command system. If there is no incident command system (ICS) in effect on the fireground, the Company Officer should establish an ICS for Fallen Leaf Lake Fire Department units.

(b) Accountability should be maintained at all times. If there is no accountability system in effect on the fireground, the Company Officer should initiate an accountability system for Fallen Leaf Lake Fire Department units.

402.4 PROCEDURE DECISION TREE



Commercial Alarm System Activations

403.1 PURPOSE AND SCOPE
This document provides procedures for Fallen Leaf Lake Fire Department personnel responding to alarm system activations at commercial locations.

Corresponding Policies:

Incident Management
Knox-Box Access
Staging

403.2 FIRST FIVE MINUTES
The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)

#Perform or direct another member to perform a 360 assessment of the incident and report results to the IC.

#Establish the department accountability system for all personnel on-scene.

#Consult building pre-incident plan, if available.

#Contact building occupants and responsible party. If unoccupied, locate the key entry system.

#Gain access to the building and locate the fire control room, annunciator panel or fire alarm control panel.

#Assign crews to investigate annunciator panel indicators and attempt to isolate the alarm system device that caused the activation.

403.3 PROCEDURES

403.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus should be placed according to any pre-incident plan. If no pre-plan exists, apparatus should be staged according to the Structure Fire or High-Rise Incident procedures as applicable.

(b) Personnel

1. Personnel should respond and treat alarm activations as if they are confirmed fires.

403.3.2 OPERATIONS
A response to a commercial alarm system activation involves the following operations:

(a) Actual Emergency

  1. When alarm activations indicate an actual event requiring specific response, operations should shift to the Structure Fire or High-Rise Incident procedures.

(b) System Malfunction

  1. When investigation of the alarm activation reveals a system malfunction, personnel should coordinate with the owner or responsible party to reset the system. If the system will not reset, consider the need or requirement for evacuation or fire watch and contact the fire code official.

  2. The system may be silenced but should not be reset by Fallen Leaf Lake Fire Department personnel.

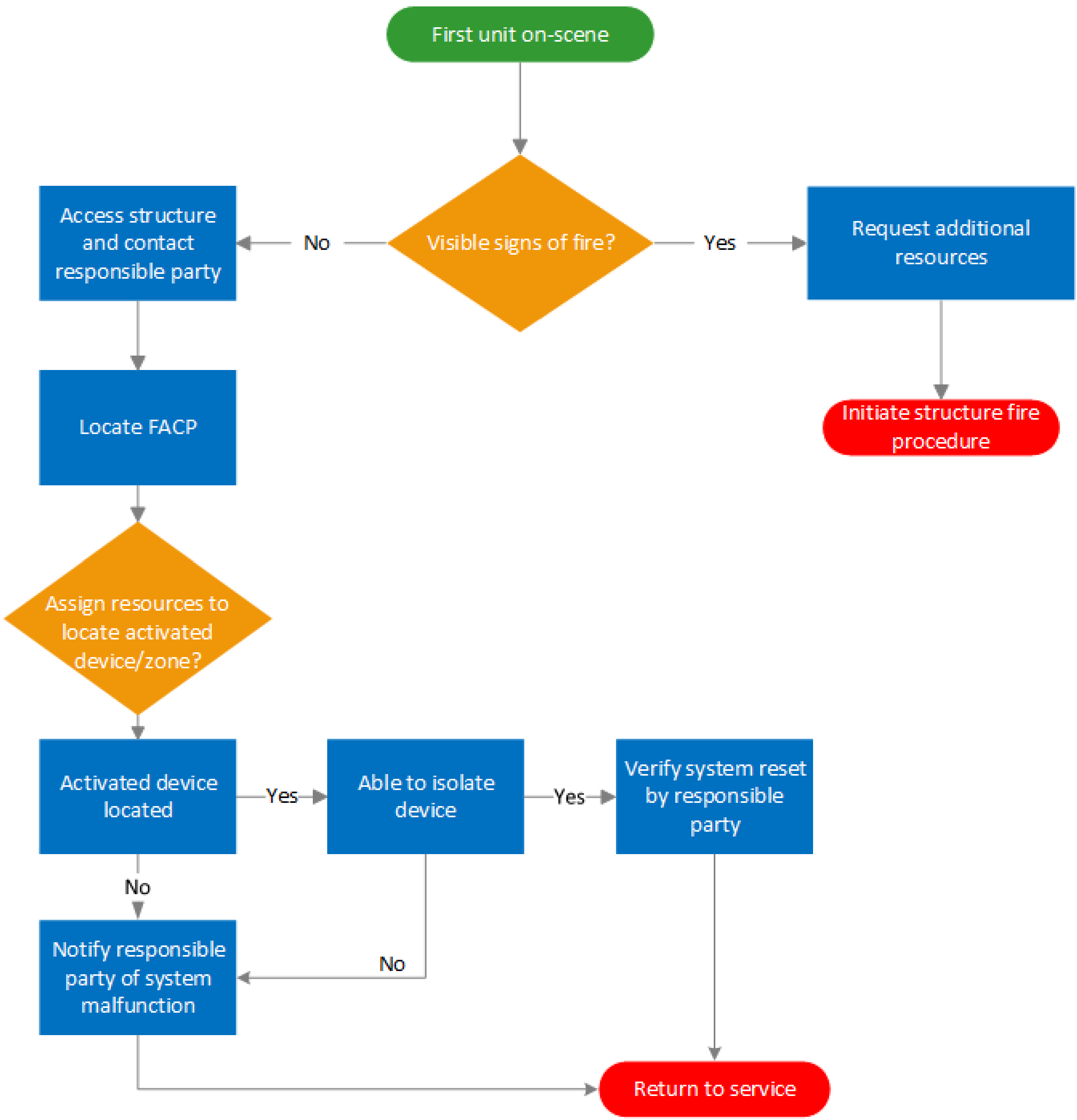
403.4 UNIVERSAL PRACTICES

1. Personnel should be in full personal protective equipment (PPE) including self-contained breathing apparatus (SCBA) and have appropriate tools and equipment on all alarm system activations.

2. Units should not clear the scene until the cause of the alarm activation has been investigated and resolved.

3. The response level on an alarm activation response should not be changed or canceled by Dispatch unless directed by the IC.

403.5 PROCEDURE DECISION TREE



Smoke or Fire of Unknown Origin

404.1 PURPOSE AND SCOPE

This document provides procedures for Fallen Leaf Lake Fire Department personnel responding to calls for smoke or fire of unknown origin.

Corresponding Policies:

Fireground Accountability
High-Rise Incident Management
Incident Management

404.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Primary staging location
- Unit assuming incident command (IC)

#Perform or direct another member to perform a 360 assessment of the incident and report results to the IC.

#Establish the department personnel accountability system.

#Speak or direct another member to speak with the caller, if possible.

#Request additional resources as needed.

404.3 PROCEDURES

404.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Responding apparatus should stage according to a location pre-plan. If there is no pre-plan, then apparatus should proceed to the primary staging location or as directed by the IC.

(b) Personnel

1. Personnel should be in full personal protective equipment (PPE).

404.3.2 OPERATIONS

A response to a smoke or fire of unknown origin call involves the following resources and operations:

(a) Crew members should:

1. Have a Thermal Imaging Camera (TIC), carbon monoxide (CO) detector and gas monitor.

2. Have tools that will aid in any investigation or if a fire or smoke source is discovered, including but not limited to:

    - Hand lights

    - Hand tools

    - Halligan bars and axes (married sets)

    - Pike poles

    - Dry Chemical (A-B-C) fire extinguisher

3. Investigate energy-generating sources such as appliances, light ballasts, sump pumps, cooking equipment, and heating, ventilation and air-conditioning units.

4. Locate and view panel boxes for scorched or smoking connections. If fuses are tripped, investigate the affected areas, appliances or equipment.

5. Check outlets, service connections and light fixtures for scorching or smoking, and investigate surrounding areas and walls by feel and TIC.

6. Listen for crackling or other sounds that might indicate smoldering or electrical shorting.

7. Check other building occupancies and neighboring properties.

8. For high-rise building responses, check the lowest and highest floors for any evidence of smoke production or travel.

9. Make a visual and TIC inspection of accessible spaces and investigate inaccessible spaces by feel and TIC. These spaces include but are not limited to:

    - Attics and cocklofts

    - False ceilings

    - Trash cans

    - Crawl spaces

(b) The IC should:

1. Treat all smoke or fire of unknown origin calls as a structure fire response.

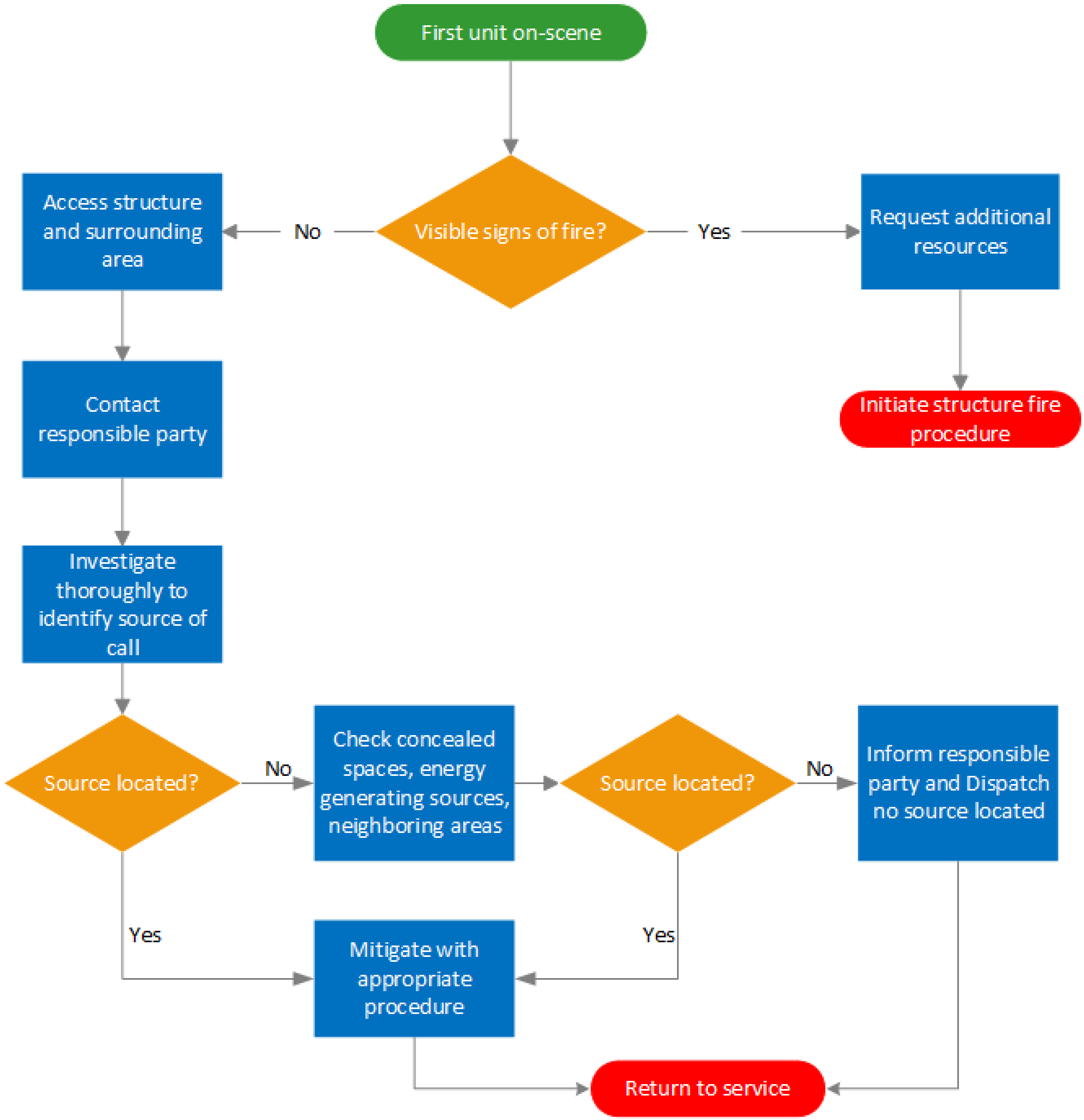
2. Avoid canceling the call or returning any units until the source of smoke or fire is located and no hazard exists.

3. Consider splitting crews into teams to more quickly investigate multiple areas. Each team should have at least one portable radio.

4. Consider that building occupants might be mistaken or not be completely truthful about the possible source of smoke and burning smells. For example, children might hide evidence of burning and occupants may not be forthcoming out of embarrassment or concern about repercussions from landlords or supervisors.

5. When practicable, discuss the results of the investigation with the caller, occupant or owner.

404.4 PROCEDURE DECISION TREE



Structure Fire Response

405.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department units responding to a structure fire.

Corresponding Policies:

Incident Command
Fireground Accountability
Emergency Response
Incident Management
Rapid Intervention/Two-In Two-Out

405.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)

The IC should:

#If fire or smoke is visible, declare a working incident and request a tactical channel and any additional fireground operations channels needed.

#Consult a building pre-plan, if available.

#Locate a Primary (Level 1) staging area and direct units to the scene or primary staging as needed.

#Establish the department personnel accountability system. Whenever practicable, the accountability location should be at the incident command post.

#Perform or direct another member to perform a 360 assessment and report the results to the IC.

#Declare a command mode:

- Investigative
- Fast Attack
- Command

#Declare an initial operational mode based on extent of fire, life hazards, building construction, occupancy premises and resources available:

- Offensive

- Defensive

#Develop an initial incident action plan (IAP) and, based upon resources, prioritize and assign tasks to incoming units. Task assignments should include, but are not limited to:

- Scene safety
- Primary search and rescue
- Initial fire attack
- Water supply
- Ventilation
- Rapid Intervention Team (RIT)

#Utilize groups and/or divisions to maintain proper span of control.

#As soon as is practicable after performing or receiving the 360 assessment report, declaring an initial strategy, developing an IAP and assigning tasks, contact Dispatch and report the following:

- Points of entry
- Any hazards or access problems
- Initial operating mode
- Initial tasks and tactics

#Establish a hot zone with boundaries determined by the specific hazard. Restrict entry to personnel as appropriate.

#Contact communications for updates on response levels and/or to request additional required resources, including but not limited to RITs.

405.3 PROCEDURES

405.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus should position according to a building pre-plan, if available, or as directed by the IC while maintaining the ability to secure a water supply and accountability location.
2. The IC should include, but not be limited to, the following considerations when ordering apparatus into a scene:
    - Water supply
    - Fire attack
    - Aerial operations
    - Collapse zones

- Potential for backdraft or explosion from the structure based on fire behavior and known building contents
- Access to tools and equipment
- Space for incoming units needed for immediate operations

(b) Personnel

1. Personnel should be in full personal protective equipment (PPE), including self-contained breathing apparatus (SCBA).
2. Personnel should remain with assigned crew and enter the hot zone only when directed to do so by the IC.
3. Personnel should communicate operations benchmarks to the IC. This should include, but is not limited to, when an assigned task:
    - Is started.
    - Is producing results or is not achieving the task goal.
    - Is complete.

405.3.2 OPERATIONS

(a) Continuing scene size-up

1. The IC should conduct size-up continuously at every fire to account for changes at the scene, including but not limited to:
    - Resources available
    - Scene conditions
        - Weather
        - Fire location, flow and size
2. The results of additional scene size-up should be communicated to Dispatch.

(b) Fire Suppression. Whenever practicable, these operations should take place in sequential order:

1. Locate the seat of the fire.
    - As assigned by the IC, personnel should determine the location and extent of the fire. Equipment and tools used for this task include, but are not limited to:
        - Thermal imaging cameras.
        - Heat guns.
        - Entry and access tools.
        - Hand lights.
2. Identify the flow path.

- As assigned by the IC, personnel should, as is reasonably practicable, determine any flow path. The presence of a flow path should determine coordinated ventilation and suppression operations to, as much as is reasonably practicable, limit fire growth and protect personnel and building occupants.

3. Cool the space from a location that allows for brief, rapid water application to cool or reset the fire when high heat may exist in spaces where occupants may be trapped and/or personnel may have to operate.

    (a) From a location determined to best account for size, location and flow path of the fire, water should be applied for a period of 10 to 30 seconds to reduce high thermal conditions and energy levels of the fire.

    (b) Fire reset operations should be communicated to operating units before starting and when completed. After completing a fire reset, task assignments should be communicated to operating units.

4. Extinguish.

    - After the fire has been reset, the IC should direct personnel to extinguish the fire as directly as reasonably practicable under the conditions.

(c) Additional fireground tasks that should be considered based on scene conditions.

1. Search and Rescue

    - The IC should consider the assigning personnel to search and rescue tasks based upon information from:

        - Dispatch.
        - Witnesses on-scene.
        - Occupants who have exited the structure.
        - Visual or auditory identification based upon scene size-up, 360 assessment and/or personnel engaged in operations.

2. Property Preservation and Salvage

    - Personnel should make reasonable efforts to preserve property and reduce the potential for property damage from smoke, fire and firefighting operations. This includes but is not limited to:

        - Checking to see if doors and windows are unlocked before engaging in forcible entry.
        - Closing doors of rooms not directly impacted by firefighting operations.
        - Moving contents from rooms where firefighting operations are taking place or are otherwise affected by firefighting operations.
        - Grouping contents into one area and covering with tarps.

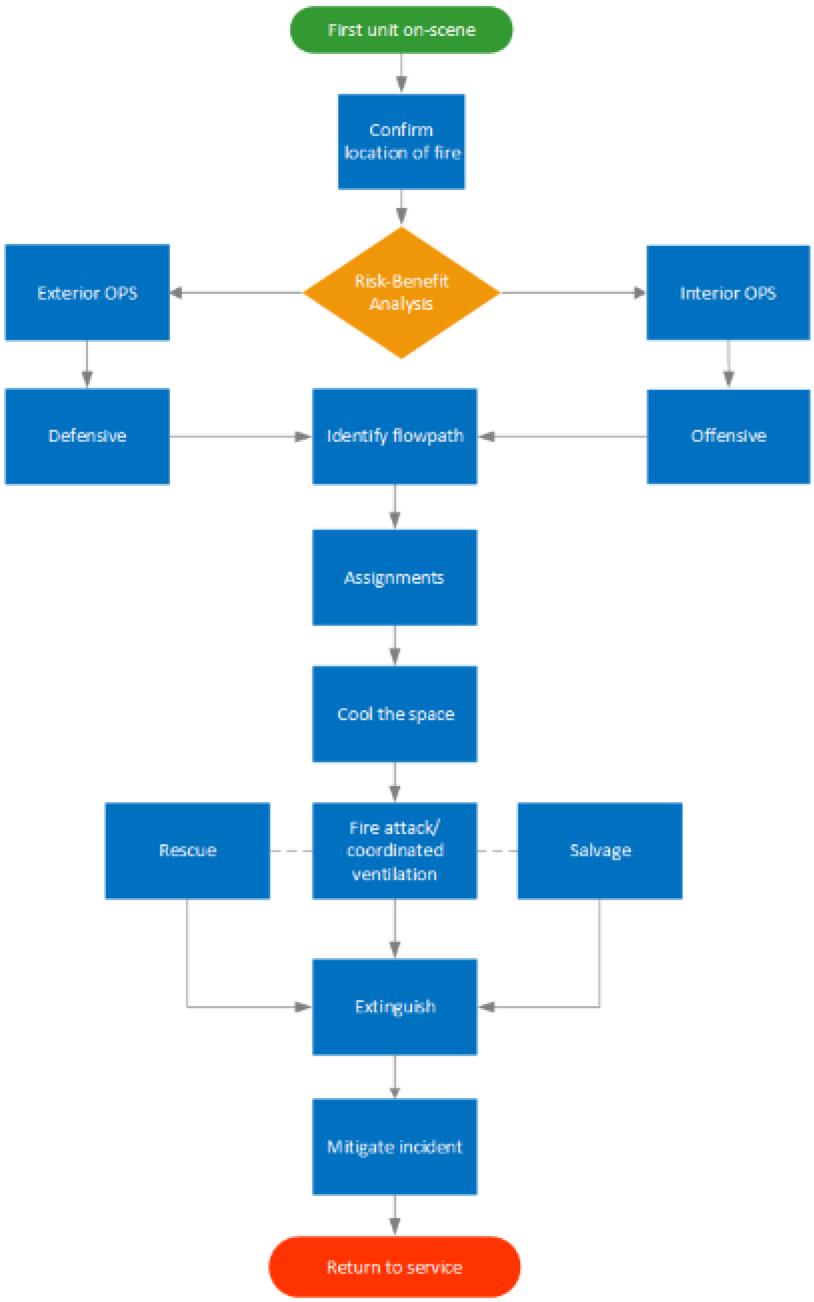
- Isolating rooms and areas where fire exists from other rooms or areas of the structure.

3. Ventilation

    (a) Personnel should engage in ventilation activities only at the direction of the IC. Ventilation should be coordinated with all other fire suppression and search and rescue operations to minimize unanticipated change in flow path and to protect, as much as is reasonably practicable, personnel and occupants.

Structure Fire Response

405.4 PROCEDURE DECISION TREE



High-Rise Fires

406.1 PURPOSE AND SCOPE

This document provides arrival and initial procedures for Fallen Leaf Lake Fire Department personnel responding to a high-rise incident. This procedure should be implemented at all high-rise incidents.

Corresponding Policies:

Elevator Restrictions During Emergencies
Emergency Response
Fireground Accountability
High-Rise Incident Management
Incident Management
Rapid Intervention/Two-In Two-Out
Staging

406.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene.
- Initial scene size-up.
- Location of a Primary (Level 1) Staging area.
- Unit assuming incident command (IC).

The IC should:

#Refer to any existing building pre-plan for site specific information and procedures.

#Initiate department personnel accountability system.

#Perform or direct another member to perform a 360 assessment and report the results to the IC. The 360 assessment should include, but not be limited to, the following information:

- Location of the fire control room and/or annunciator panel or fire control panel
- Identification of the fire floor or division
- Conditions on the fire floor or division and the floor above
- For buildings with multiple standpipes, identification of which riser requires water
- Floors or sectors where occupants are or may be in immediate danger
- Identification and location of attack stairs
- Identification and location of evacuation stairs

#Assign personnel as is practicable to make all necessary efforts to provide for the safety and evacuation of any building occupants in immediate danger.

#Recall all elevators to the lobby.

#Call for additional resources that are required or anticipated. Consider the high level of equipment and personnel a high-rise fire demands and reflex time when requesting resources.

406.3 PROCEDURES

406.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Unless otherwise directed by the IC, the first and second due engines should establish a water supply and position to deliver water to the fire department connection (FDC) and aerial units. Leave space for aerial units.
2. Unless otherwise directed by the IC, the first due aerial should position in a location allowing for deployment of the ladder or tower and engaging in aerial operations.
3. Unless otherwise directed by the IC, second due aerial, third due engine and following apparatus should proceed to the Primary (Level 1) Staging location.

(b) Personnel

1. All responding personnel should be in full structural firefighting PPE, including SCBA, and escape harness and remain with their unit crew until assigned.
2. Companies not involved in initial fire attack should report to the base area for assignment. The officer of the first unit arriving at the base location should, unless otherwise assigned, assume supervision of the base area.
3. Elevators should only be used by personnel in accordance with any existing Fallen Leaf Lake Fire Department elevator policy.
4. Personnel should gather and have with them all tools and resources reasonably anticipated as necessary to engage in high-rise firefighting operations. These include, but are not limited to:
    - Hand lights
    - At least one Thermal Imaging Camera (TIC) for each crew or team
    - Hand tools
    - Entry tools
    - Tools for breaching walls and ceilings
    - High-rise pack(s), which should include but is not limited to:
        - Three sections of 2½-inch hose
        - Pipe wrench

- Spanner wrench
- Operating wheel
- Standpipe inline pressure gauge
- Nozzle and secondary nozzle
- Smooth bore tips
- Two 60-degree elbows
- Double male and double female adaptor
- 1½-inch to 2½-inch increaser
- Other adaptors as dictated by local needs

406.3.2 OPERATIONS

(a) The IC should direct incoming units according to the practice of ALS-Base:

1. Attack

    (a) After establishing water supply to the FDC, the first and second due engine companies should report to the IC prepared to immediately engage in initial fire attack.

    (b) The initial fire attack should be performed by at least two companies.

    (c) The attack companies should check the conditions on each floor while ascending to the floor below the fire floor via the attack stairway.

2. Lobby Control

    - A Lobby Control Unit Leader should be assigned to control access to the lobby and elevators. Personnel should be assigned to the unit leader as required by the size and scope of the incident.

3. Staging

    - This should be located in the building at a minimum of two floors below the fire floor, as long as atmospheric conditions allow.

4. Base

    - This area should be located outside the building, away from a collapse zone and should be large enough to handle the anticipated personnel and equipment needed.

(b) Tasks

1. In addition to ALS-Base assignments, the IC should consider the following task assignments based upon scene and fire conditions:

    - Assigning units to continue evacuation for the safe exit of building occupants.

    - Assigning units to search and rescue.

- Assigning units to ventilation and fire flow control.
- Coordinating adequate self-contained breathing apparatus (SCBA) supply and refill capabilities.
- Setting up exhaust fans and portable lighting as needed in the lobby and at the staging and base areas.

(c) Coordination of Operations

1. The IC should maintain communications between all of the following units to coordinate all efforts and, as much as is reasonably possible, control how the actions of these units impact the safety and effectiveness of the other operations:
    - Fire attack and suppression
    - Search and rescue
    - Evacuation
    - Ventilation
    - Water supply

(d) Assignments

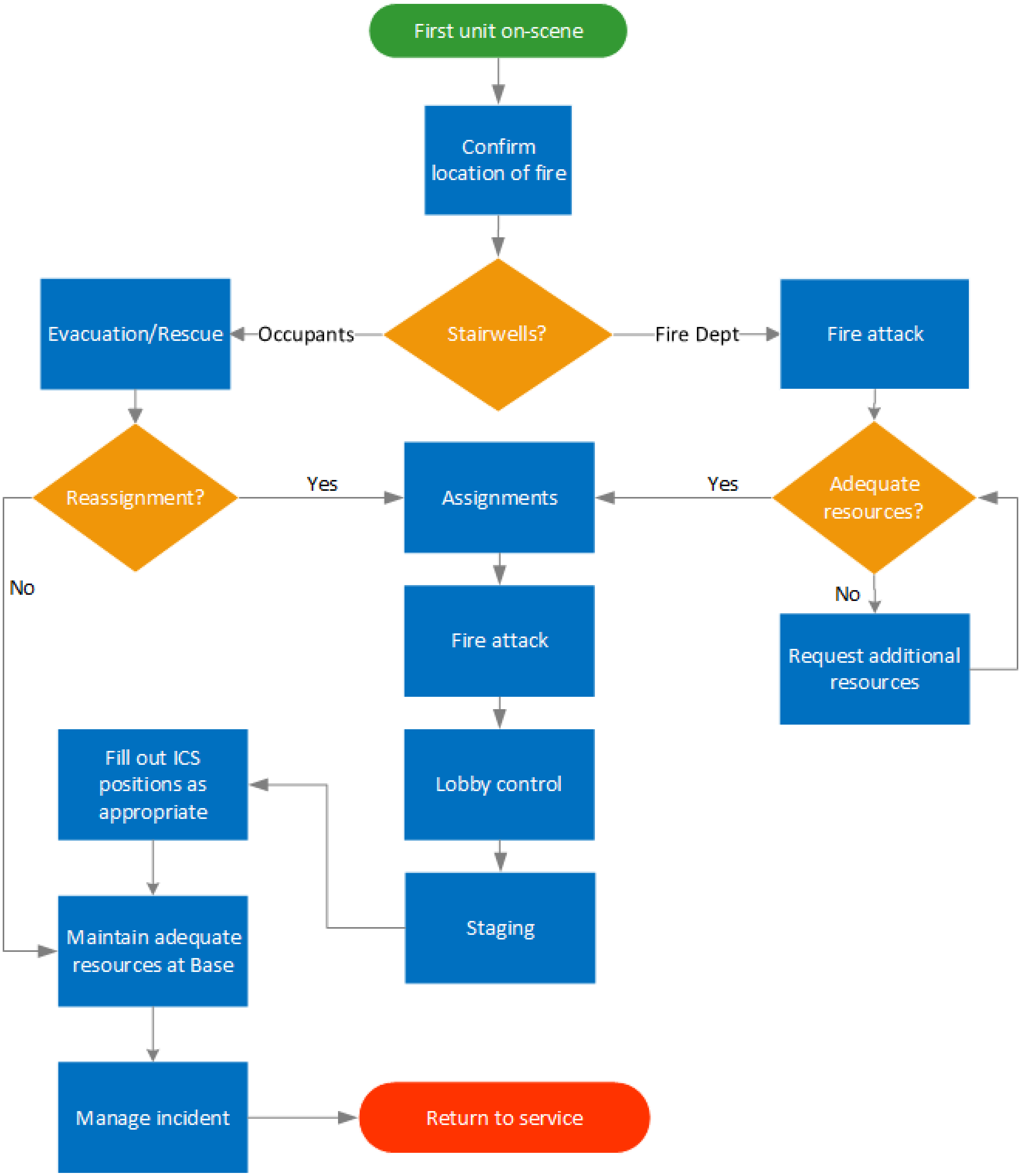
1. Fire Attack - Water on the fire is critical to mitigating the emergency. Due to reflex time, getting crews in place is of the upmost importance.
2. Lobby Control - Control access to and from the building. Ensuring elevators and building systems are being managed or have been assigned to another officer. Assign a Systems Control Unit Leader as resources allow.
3. Staging - Two floors below fire floor in open area (not stairwell). All units ascending should report to staging unless otherwise assigned by the IC.
4. Rapid Intervention Team - should be positioned on the staging floor before personnel enter into an immediately dangerous to life or health (IDLH) environment.
5. Base - Should be established outside the building where incoming units are, as is reasonably practicable, clear of falling debris. The base assignment is responsible for assembling and deploying resources as requested by the IC.

406.4 UNIVERSAL PRACTICES

1. Ensure adequate resources are requested early in the event as high-rise incidents are time- and labor-intensive.
2. Maintain awareness of varying wind conditions and flow paths that may be present during a high-rise incident. These changing conditions can impact personnel working in the building.
3. Environmental and atmospheric conditions can vary dramatically at different heights within a high-rise structure. Consider using wind control devices, such as high-rise fire curtains, and high-rise nozzles when appropriate.

4. Rehab should be set up on the staging floor in an area removed from ongoing operations and free from an IDLH environment.

406.5 PROCEDURE DECISION TREE



Traffic Collisions and Vehicle Fire Response

407.1 PURPOSE AND SCOPE

This document provides procedures for Fallen Leaf Lake Fire Department personnel responding to motor vehicle collisions and vehicle fires.

Corresponding Policies:

Emergency Response
Fireground Accountability
High-Visibility Safety Vests
Incident Management
Staging
Traffic Incident Management System and Roadway Incidents

407.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit Establishing Incident Command (IC)

#Confirm that at least one responding unit has foam capability.

The IC should:

#Establish the department accountability system for all personnel on scene.

#Perform or direct another member to perform a 360 assessment to identify:

- Hazardous materials (HAZMAT) placards.
- Badges or labels indicating hybrid, electric, or alternative fuel vehicles such as:
    - Hybrid
    - High Voltage
    - Zero Emission
    - Compressed natural gas (“CNG” in blue diamond, passenger side rear)
    - Liquid natural gas (“LNG” in black diamond on fuel tank and/or rear of vehicle)
    - Liquid Propane Gas (“LPG” in blue diamond, rear of vehicle)
    - Liquid/compressed hydrogen (“H2” in blue diamond, rear of vehicle)
- Overhead wires or other involved utility equipment.

- Leaking or venting motor fuel, liquid propane (LP) or compressed natural gas (CNG), or other HAZMAT conditions.
- Vehicle stability.
- Total number of victims and initial triage.
- Fallen utility lines.
- Any other conditions that could interfere with extrication operations or create an immediately dangerous to life and health environment.

#If a commercial vehicle is involved, reasonable efforts to locate the driver should be made to determine what is being carried and the presence of hazardous materials.

#If any of the following indicators or conditions are present, develop an initial incident action plan and respond in accordance with the DOT Emergency Action Guide, alternative fuels emergency field guide used by the department, and the Hazardous Materials Initial Incident Response Procedure:

- A HAZMAT placard, material safety data sheet or notice
- A visible HAZMAT
- Presence of leaking motor fuel
- Leaking or venting LP or CNG tanks
- Badges or other indicators that the vehicle is alternative fuel, electric, or hybrid

#If it reasonably appears hazardous materials are present, including leaking or venting motor fuel, LP, or CNG, suppression operations should not begin until the IC or the Incident Safety Officer approves.

#Call for any additional resources required.

407.3 PROCEDURES

407.3.1 RESOURCE DEPLOYMENT

Resources deployed during response to a traffic collision or vehicle fire should use the following procedures:

(a) Apparatus

1. When practicable, the roadway should be closed to all traffic. When road closure cannot be accomplished, apparatus should be placed according to the Traffic Incident Management System and Roadway Incidents Procedure.

(b) Personnel

1. Personnel should be in personal protective equipment (PPE) that is appropriate for the on-scene hazards unless otherwise advised by the IC.

- For a vehicle fire, PPE should include a self-contained breathing apparatus (SCBA).
- High visibility garments approved for roadway use should be worn by all personnel when not directly engaged in fire suppression activities.

407.3.2 OPERATIONS

If the vehicle is alternative, electric, or hybrid, carry out all operations according to the alternative fuel vehicle emergency field guide used by the department

Traffic collision and vehicle fire response may involve the following operations:

(a) Vehicle disabling and immobilization.

  1. When practicable and reasonable, the vehicle should be disabled:

    (a) Place vehicle in park and turn off ignition.

    (b) Disconnect the 12-volt battery

    (c) If the key is located, remove from the ignition. If equipped with a keyless start, move the key at least 20 feet from the vehicle to prevent unintended engagement of any proximity functions.

  2. When practicable and reasonable, the vehicle should be immobilized:

    (a) Approach the vehicle at an angle to avoid bumpers and other parts launched by high pressure systems and tires that may explode.

    (b) Chock the wheels.

    (c) Set the parking brake.

    (d) Place vehicle in park transmission in park.

(b) Traffic collision with injuries

  1. Standard EMS protocols for patient treatment and transport should be followed.

  2. Responders should avoid placing themselves between the patient and any undeployed airbags that may be located within the vehicle passenger compartment.

  3. Personnel should be aware of and look for cracked or overheated high voltage batteries as they can release toxic materials and fumes.

(c) Vehicle Fire

  1. A water supply should be established before beginning operations. At least one 1 ¾-inch hoseline should be deployed.

  2. Personnel should approach the vehicle from the side or at an angle to avoid bumpers and other parts launched by high-pressure systems and exploding tires.

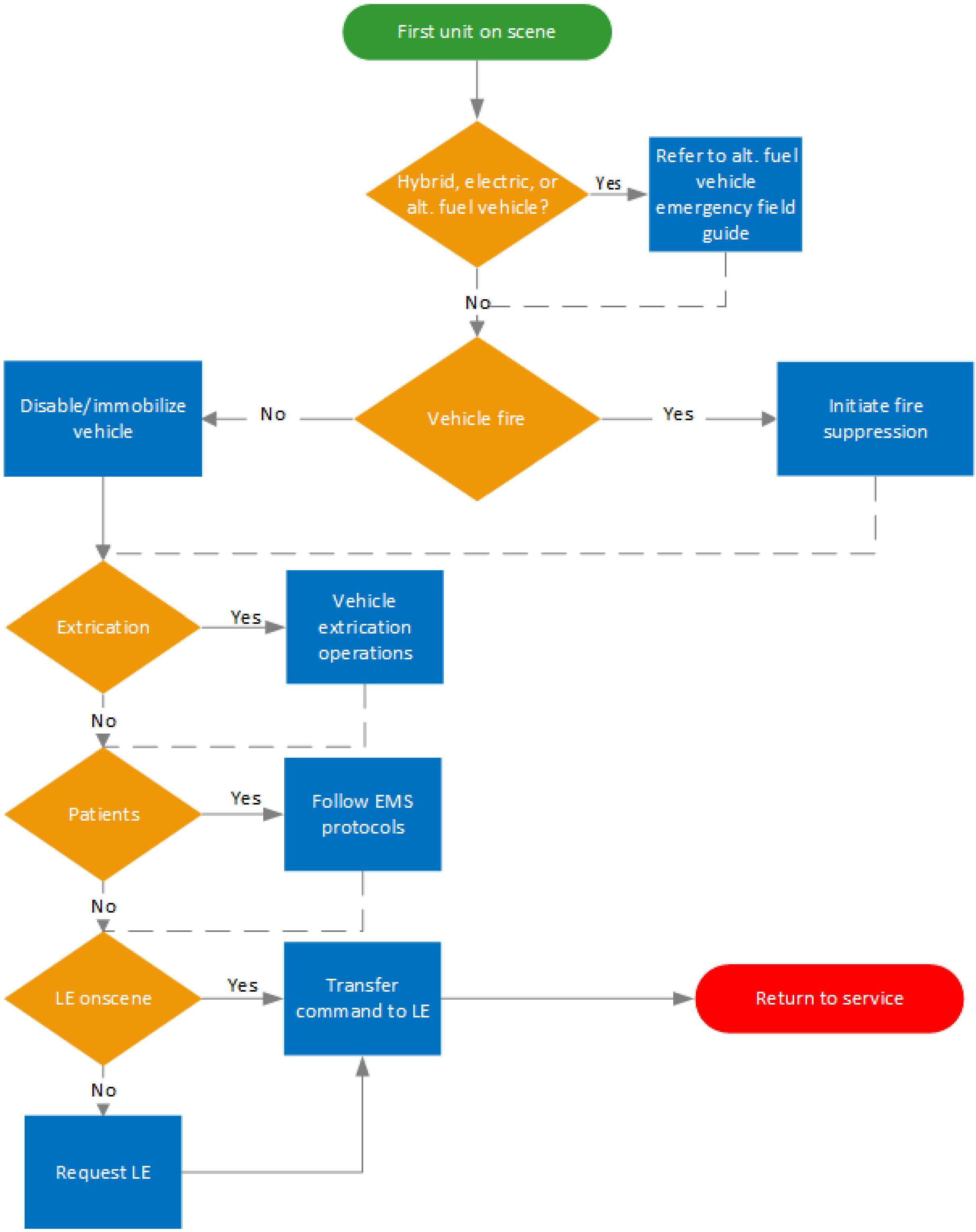
(d) Extrication

1. If extrication is required, personnel should refer to the Vehicle Extrication Operations Procedure.

407.4 UNIVERSAL PRACTICES

1. All department vehicles should have a current alternative fuel emergency field guide stored with the DOT Emergency Response Guidebook (ERG). This guide should be used to develop an initial incident action plan and for ongoing operations.
2. The scene should be surveyed with a thermal imaging camera (TIC) to determine the location of any victims. For example, victims may have been ejected from a vehicle, landing away from the crash scene or hidden by trees and brush.
3. When practicable, scene preservation practices should be used to preserve evidence in case law enforcement determines a criminal investigation is required. Personnel should disturb only what is necessary to complete rescue and fire suppression operations. For example, liquor bottles or drug paraphernalia found in a vehicle should be left undisturbed or moved only to complete operations.
4. The IC should take reasonable steps to ensure that adequate gross decontamination is performed before releasing units from any scene where personnel were exposed to potentially harmful substances including:
    - Smoke.
    - Soot.
    - Body fluids.
    - Hazardous Materials.

407.5 PROCEDURE DECISION TREE



Vehicle Extrication Operations

408.1 PURPOSE AND SCOPE

This procedure provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department units responding to an incident involving extrication from a motor vehicle.

Corresponding Policies:

High Visibility Safety Vests
Incident Management
Personal Protective Equipment
Staging

408.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit Establishing Incident Command (IC)

#Confirm that at least one unit has been dispatched carrying full vehicle extrication tools and personnel trained in the use of the tools. This should include hydraulic extrication systems, cribbing, bracing, shoring, and blocking.

The IC should:

#Designate at least one fire suppression team and at least one extrication team with an assigned officer for each.

#Establish the department personnel accountability system.

#Perform or direct another member to perform a 360 assessment to identify:

- Hazardous materials (HAZMAT) placards.
- Badges or labels indicating hybrid, electric, or alternative fuel vehicles such as:
    - Hybrid
    - High voltage
    - Zero emission
    - Compressed natural gas (“CNG” in blue diamond, passenger side rear)
    - Liquid natural gas (“LNG” in black diamond on fuel tank and/or rear of vehicle)
    - Liquid propane gas (“LPG” in blue diamond on rear of vehicle)
    - Liquid/compressed hydrogen (“H2” in blue diamond, rear of vehicle)

- Overhead wires or other involved utility equipment
- Leaking or venting motor fuel, liquid propane (LP) or compressed natural gas (CNG), or other HAZMAT conditions.
- Vehicle stability.
- Total number of victims and initial triage.
- Number of entrapped victims.
- Any other conditions that could interfere with extrication operations or create an immediately dangerous to life and health environment.

#If a commercial vehicle is involved, reasonable efforts to locate the driver should be should be made to determine what is being carried and the presence of hazardous materials.

#If any of the following indicators or conditions are present, develop an initial incident action plan and respond in accordance with the DOT Emergency Action Guide, alternative fuel guide used by the department, and the Hazardous Materials Initial Incident Response Procedure:

- A HAZMAT placard, material safety data sheet or notice
- A visible HAZMAT
- Presence of leaking motor fuel
- Leaking or venting LP or CNG tanks
- Badges or other indicators that the vehicle is alternative fuel, electric, or hybrid

#If it reasonably appears hazardous materials are present, including leaking or venting motor fuel, LP, or CNG, suppression and extrication operations should not begin until the IC or the Incident Safety Officer approves.

#Call for any additional resources required.

408.3 PROCEDURES

408.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Priority positions should be given to:
    - Units with extrication systems and equipment.
    - Fire suppression units.
    - EMS.
2. If any of these units are not yet on-scene, sufficient room should be left for approach and placement upon their arrival. Apparatus and EMS units should not be placed closer than 100 feet to any involved vehicle(s).

(b) Personnel

1. Personnel should don and remain in full PPE and remain with their assigned apparatus until otherwise directed by the IC. When advised that full PPE is not needed, extrication team personnel should wear no less than the following PPE:
   - Helmet
   - Eye Protection
   - Extrication gloves with medical grade nitrile or latex gloves underneath
   - Station shirt
   - Bunker pants
   - Boots

408.3.2 OPERATIONS
If the vehicle is alternative, electric, or hybrid, carry out all operations according to the alternative fuel vehicle emergency field guide used by the department.

(a) Suppression Team
   1. The fire suppression activities should be in accordance with the traffic collision and vehicle fire response procedure. In addition, the fire suppression team should:
      (a) Have at least one firefighter keep a charged line trained on the extrication team and their activities.
      (b) Prop open all doors, including the hood and trunk lid, accessed during pre-extrication fire suppression operations.
   2. Immobilize the vehicle
      - Approach the vehicle at an angle to bumpers and other parts launched by high-pressure systems and tires that may explode.
      - Chock the wheels.
      - Set the parking brake.
      - Put the transmission in park.
   3. Disable the vehicle
      (a) Turn off the ignition
      (b) Disconnect the 12-volt battery (following manufacturer instructions)
      (c) If the key is located:
         - Remove the key from the ignition.
         - If equipped with a keyless start, move the key at least 20 feet from the vehicle to prevent unintended engagement of any proximity key functions.

(b) Extrication Team

1. The extrication team should consist of an officer and a minimum of two firefighters.

    (a) The assigned extrication officer should:

        1. Establish a marked extrication zone. Access to this area should be limited only to those firefighters involved in the extrication process, EMS supervisor, and no more than two EMS personnel.

        2. Keep the IC informed of the status of extrication operations.

        3. See that tools and extrication systems reasonably expected to be used are brought to the extrication zone and request additional tools and resources when needed.

        4. Supervise extrication procedures on hybrid, electric, or alternative fuel vehicles using manufacturers' recommendations found in the alternative fuel vehicles emergency field guide used by the department, to avoid cutting into fuel delivery, high-voltage, or high-pressure components.

        5. Work with EMS command to coordinate the best and most efficient means of extrication. In developing an extrication strategy, the extrication officer should consider:

            (a) Scene safety.

            (b) Vehicle stability.

            (c) Fire and EMS personnel safety.

            (d) Patient assessment and treatment.

408.4 UNIVERSAL PRACTICES

1. All department vehicles should have a current alternative fuel emergency field guide stored with the DOT Emergency Response guidbook.This guide should be used to develop an initial incident action plan and for ongoing operations.

2. Airbags can deploy without warning. Unless an airbag has deployed and is exposed or personnel are otherwise advised by the IC or extrication officer, assume every steering wheel, door, seat, pillar, window, and panel contains an undeployed airbag or curtain. To the extent possible, avoid and work around these areas.

3. Members should assume all vehicles are hybrid, electric, or alternative fuel powered until they are reasonably confirmed otherwise.

4. Due to a lack of engine noise, electric or hybrid vehicles may appear to be shut down when they are still running. Confirm the engine is shut down by following the manufacturer's recommendations in the alternative fuel emergency field guide used by the department.

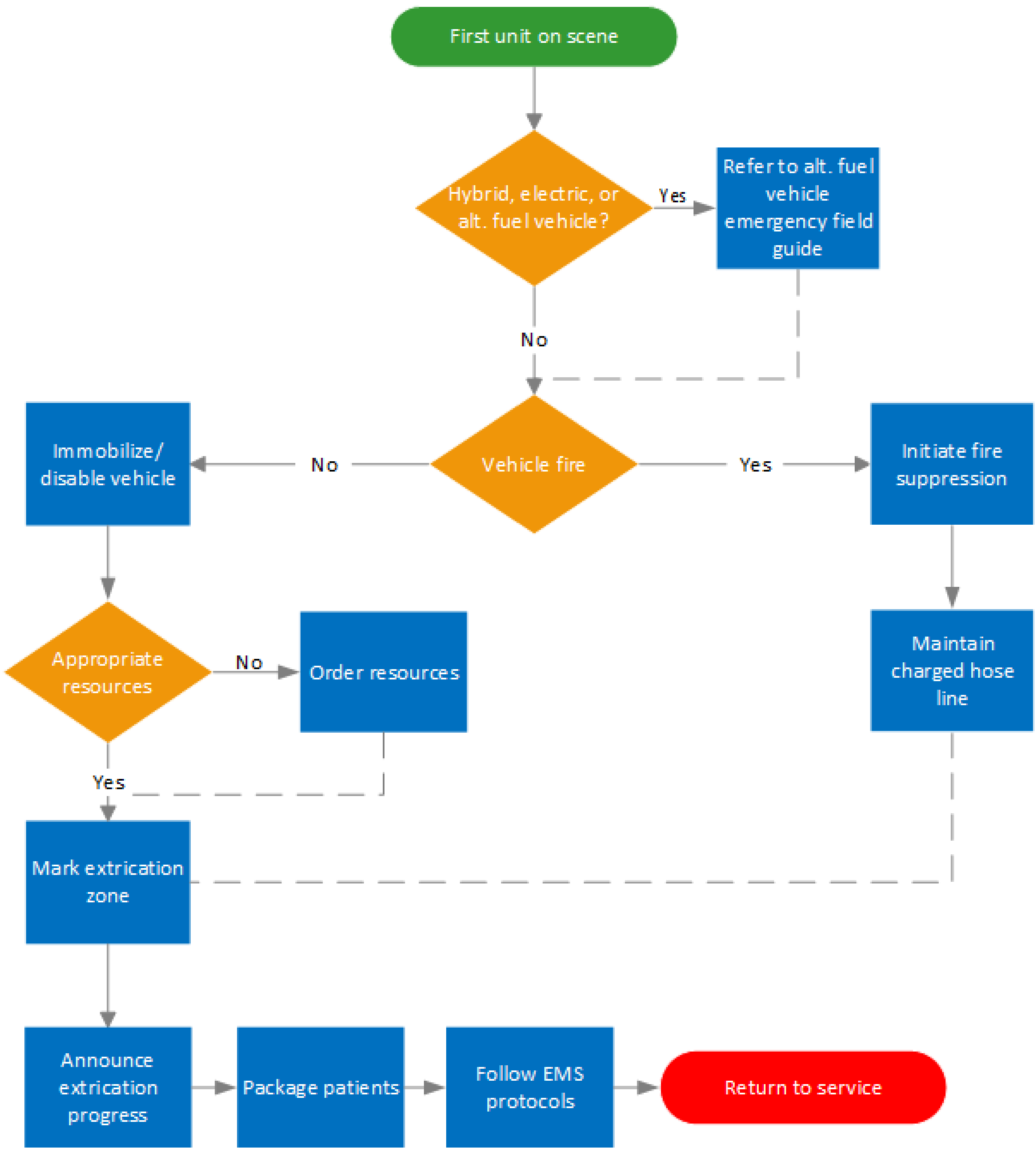
5. Pillars and panels can contain wiring and compressed gas cylinders. Remove all plastic trim to expose areas where cutting is planned.

6. Extrication activity can compromise vehicle stability without warning. Appropriate stabilization should be planned and placed prior to engaging in extrication.

7. The IC should take reasonable steps to ensure that adequate gross decontamination is performed before releasing units from any scene where personnel were exposed to potentially harmful substances including:

    - Smoke.
    - Soot.
    - Body fluids.
    - Hazardous Materials.

408.5 PROCEDURE DECISION TREE



Brush and Wildland Fires

409.1 PURPOSE AND SCOPE
This document provides arrival and initial procedures for Fallen Leaf Lake Fire Department personnel responding to a brush/wildland fire. This procedure should be implemented at all brush and wildland fires.

Corresponding Policies:

Fireground Accountability
Heat Illness Prevention Program
Incident Command
Wildland Firefighting

409.2 FIRST FIVE MINUTES
The first arriving Fallen Leaf Lake Fire Department unit should:

#Contact Dispatch and provide the following information:

- Unit on-scene and location
- Initial scene size-up should include, but is not limited to, the following information:
  - Aspect
  - Slope
  - Wind speed
  - Size of fire
  - Fuel type
  - Exposures
- Location of Primary (Level 1) Staging area
- Unit assuming incident command (IC)

The IC should:

#Perform or direct another member to perform a 360 assessment and report results to the IC. In addition to more complete information on the subjects listed in the initial scene size-up, the 360 assessment should reveal, but not be limited to, the following information:

- Whether evacuation warnings or actual evacuations should be initiated due to smoke or fire
- Fire path
- Whether roads will need to be closed

- Whether the location and potential path of fire could move onto a state responsibility area (SRA) or federal responsibility area (FRA), requiring notification to the responsible agencies by Dispatch

#Establish the Department personnel accountability system.

#Begin developing an incident action plan (IAP) that includes a strategy to contain the wildland fire.

#When resources allow, assign an incident health and safety officer.

#Request additional resources as appropriate, including but not limited to:

- State or federal forest service support, regardless of whether the fire is on or is expected to travel to an SRA or FRA
- Manned aircraft or unmanned aircraft systems for scene assessment

409.3 PROCEDURES

409.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus should proceed to the primary staging area or as directed by the IC.
2. Whenever practicable, driver/operators should back into their assigned location to avoid becoming trapped by deteriorating fire conditions.

(b) Personnel

1. Personnel should be in full wildland fire personal protective equipment (PPE), if such PPE is available, with structural firefighting PPE accessible should the need arise to transition to structural firefighting activities. If wildland fire PPE is not available, then personnel should be in structural firefighting PPE.
2. Personnel should remain with their assigned crew and wait for assignment.

409.3.2 OPERATIONS

(a) The IC should:

1. Establish an LCES or LACES based scene management practice, which includes:
    - Lookouts
    - Awareness (If using LACES practice)
    - Communications
    - Escape routes
    - Safety zones
2. Locate and establish the anchor point to begin wildland firefighting operations.
3. Keep informed on fire conditions weather conditions and forecasts.

4. Continue developing the IAP, including a strategic plan to contain the wildfire. In developing the strategy, consider the current and expected behavior of the wildfire.
5. Establish divisions and assign supervisors on the fire flanks and fill in additional divisions as appropriate.
6. Perform ongoing evaluations of strategy and tactics, assess if are they working and adjust as conditions and resources allow.
7. Provide for adequate gross decontamination before releasing units from any scene where personnel were exposed to potentially harmful substances including:
    - Smoke
    - Soot
    - Body Fluids
    - Hazardous materials

(b) Division supervisors/Strike team leaders should:

1. Confirm that a Temporary Refuge Area (TRA) has been identified for all operating units.
2. Base all actions on current and expected behaviors of the fire.
3. Identify escape routes and safety zones and make them known.
4. Perform ongoing evaluations of strategy and tactics, assess if are they working and report any desired adjustments to the IC.
5. Communicate reasonably identified changes in actual or anticipated wildfire behavior and progress of assigned tasks to the IC.

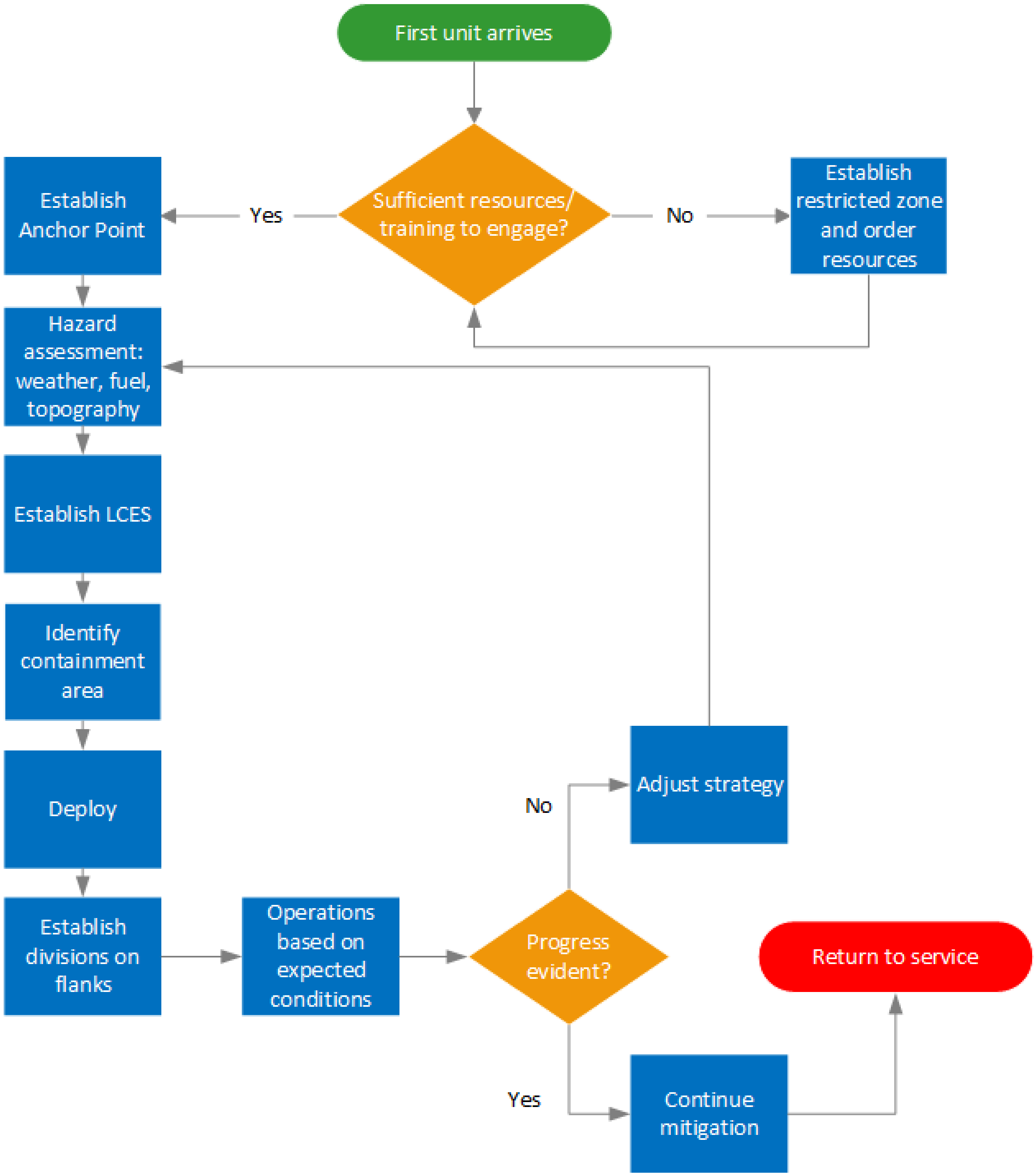
(c) Company Company Officer:

1. Know where TRAs are located.
2. Communicate progress and reasonably identified changes in conditions to the IC or Division Supervisor, if divisions have been established.
3. If assigned to protect structures or engage in structure fire operations, perform a size-up and 360 assessment and conduct structure triage if multiple structures are involved.
4. Maintain accountability practices for the company.

409.4 UNIVERSAL PRACTICES

Follow USDA Forest Service 10 Standard Firefighting Orders and 18 Watch Out situations.

409.5 PROCEDURE DECISION TREE



Chapter 5 - Special Operations

Active Shooter and Other Violent Incidents

500.1 PURPOSE AND SCOPE

These procedures provide guidelines to members of the Fallen Leaf Lake Fire Department when responding to an active shooter or other violent incident (AS/VI).

Corresponding Policies:

Active Shooter and Other Violent Incidents
Fireground Accountability
Incident Management
Soft Body Armor
Staging

500.2 DEFINITIONS

Casualty Collection Point (CCP) - A geographic location at or near the scene of an AS/VI and located in the cold zone, to which victims are extracted. Depending on the size of the incident, there can be multiple casualty collection points. This area should serve as the initial point where all patients will be formally triaged, treated and transported.

Operating Zones:

- **Cold zone** - Area outside of the immediate threat deemed safe for personnel to work at the CCP and triage, treatment and transport areas without concern for migration of the threat.
- **Warm zone** - Area that is relatively secure and that is entered by personnel, or entered in conjunction with law enforcement personnel, as part of a team to extract viable patients to the CCP.
- **Hot zone** - Area entered only by law enforcement personnel. This includes any area where a suspect or suspects may be located and not under the control of law enforcement.

500.3 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit responding to an AS/VI should attempt to accomplish the following as soon as reasonably practicable:

#Contact Dispatch, and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)
- Location of a Primary (Level 1) staging area, which may be a stage-away area until the scene is deemed safe

- Whether incoming units should turn off emergency lights and/or sirens when nearing the scene

#If law enforcement is not yet on-scene, request an ETA and retreat to an area away from the line of fire or possible threat migration.

#Coordinate with other responding agencies to establish a Unified Command (UC) and determine an appropriate location to establish a UC post.

#Coordinate with UC to determine cold, warm and hot operating zones.

#Establish the Fallen Leaf Lake Fire Department personnel accountability system and locate the tag-in board in the cold zone as soon as practicable after the operating zones are established.

#Coordinate with UC for scene entry and patient movement. This includes:

- Establishing a CCP.
- Establishing triage, treatment and transport groups/divisions.
- Initiating fire suppression, if necessary.

#Request additional resources, as needed.

500.4 PROCEDURES

500.4.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Placement of apparatus and ambulances should be at the direction of the Incident Commander (IC) or UC if one has been established. When reasonably practicable, the apparatus and ambulances should be staged and loaded in the cold zone.
2. Additional apparatus may be deployed as cover or concealment in warm or hot zones.

(b) Personnel

1. Personnel should be in Personal Protective Equipment (PPE) that is appropriate for the on-scene hazards unless otherwise advised by the IC.
2. Where practicable, fire and EMS personnel should not enter the warm zone before a UC is established. However, personnel may have to begin treating patients before the AS/VI is completely neutralized. Personnel should not engage in any activities in the warm zone unless directed by the Fire IC.
3. The hot zone should not be entered by personnel. Only law enforcement should work in the hot zone.
4. Personnel may be assigned to rescue task forces (RTFs) with law enforcement personnel.

500.4.2 OPERATIONS

(a) Coordination

1. UC should determine the safest paths for access and egress from the scene.

2. Extraction teams or RTFs should extract viable patients from the warm zone to the CCP.

3. All members should maintain situational awareness throughout the incident due to rapidly evolving scenes.

(b) Triage, Treatment and Transport

1. Personnel should establish triage, treatment and transport groups according to EMS protocols and the department AS/VI plan.

    (a) Triage should be conducted at the CCP.

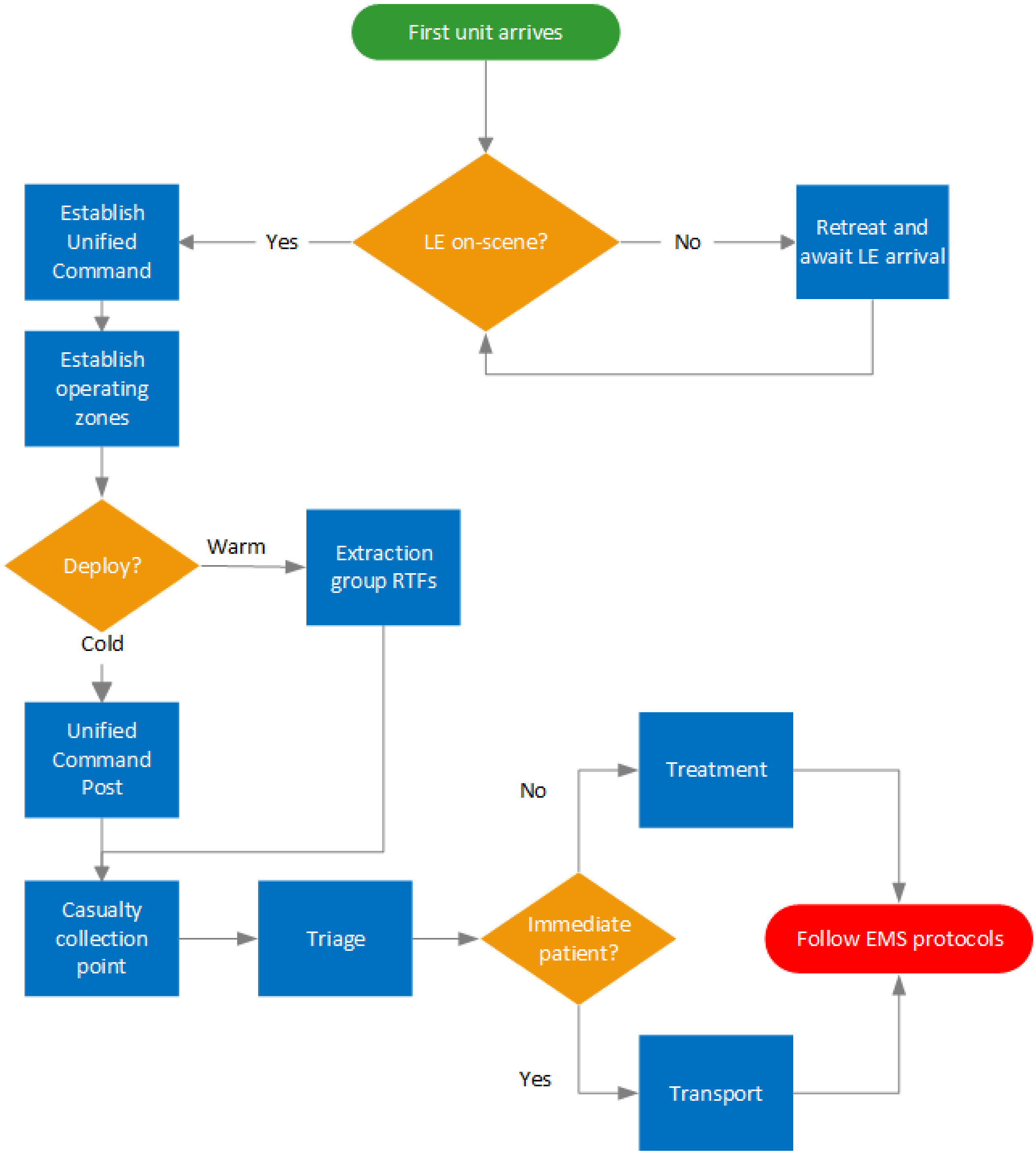
    (b) Triage in the warm zone should be limited to determination of patient viability.

    (c) Treatment in the warm zone should be limited to hemorrhage control.

    (d) Transport should be to the nearest definitive care facility. Consideration of alternative transportation modes (e.g., law enforcement vehicles) should be based on local protocol and training.

    (e) Local hospitals should be notified of the incident and the potential for multiple trauma victims. Care must be taken not to overload one facility with all the patients.

500.5 PROCEDURE DECISION TREE



Hazardous Materials Decontamination

501.1 PURPOSE AND SCOPE
This document provides arrival and on-scene procedures for decontamination of Fallen Leaf Lake Fire Department personnel equipment operating at a Hazardous Materials Incident.

Corresponding Policies:

Hazardous Materials Response
Hazardous Materials Training

501.2 DEFINITIONS
Exclusion zone (hot zone) - The area with actual or potential contamination and the highest potential for exposure to hazardous substances.

Contamination reduction zone (warm zone) - The transition area between the exclusion and support zones. This area is where responders enter and exit the exclusion zone and where decontamination activities should take place.

Support zone (cold zone) - The area that is free from contamination and that should be safely used as a planning and staging area.

Decontamination Corridor - An area set up in the warm zone providing a water wash for personnel leaving the hot zone.

501.3 FIRST FIVE MINUTES
The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Primary (Level 1) Staging location, which should be in the cold zone
- Unit assuming incident command (IC)

The IC should:

#Identify the hazardous material(s) involved in the incident through:

- Any available location pre-plan.
- Material Safety Data Sheets.
- Information from site representatives.
- Visible placards or signs.
- The shape of tanks or other holding areas.

- Reference to the Emergency Response Guidebook, which should be located on all apparatus and command vehicles.

#Determine if decon is required based on the hazardous material involved and whether there is actual or potential exposure.

#Assign a member trained in hazardous materials decon as Decontamination Group Supervisor with the responsibility of setting up and operating decon activities.

#Assign a sufficient number of personnel trained in decon activities to staff the decon group to conduct decon activities based on available resources and scene conditions.

#Contact Dispatch and request additional resources necessary to establish and operate decon activities including any specialized resources such as hazardous materials response units available to the department from neighboring jurisdictions and county, state or federal agencies.

501.4 PROCEDURES

501.4.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Equipment and support vehicles should stage in the support (cold) zone until the location for the decontamination corridor is established by the IC or the decon group supervisor. Once a location is identified only apparatus directly involved in decon operations should enter the warm zone.

(b) Personnel

1. Personnel assigned to decon should wear PPE appropriate for the decon process and hazards involved.

2. Personnel assigned to perform emergency decon should be trained in decon procedures.

501.4.2 OPERATIONS

Personnel who enter the warm or exclusion (hot) zone at a hazardous materials incident risk becoming contaminated. Members who have worked in the hot zone should pass through the warm zone before entering the cold zone. The specific methods and operations used by the decon group, listed below, will depend on the circumstances surrounding the incident and the level of contamination.

(a) Locating the decon area

1. Considerations for locating the decon area include:

    - Accessibility.
    - Surface material.
    - Lighting.

- Drains and waterways.
- Water supply.
- Weather.

(b) Decon methods

1. The IC and decon group supervisor should consider employing one or more of the four universal decon methods, based upon the hazardous material and available resources:

    (a) Dilution: Use of water to flush the contaminant from a victim, member or piece of equipment.

    (b) Absorption: Use of an absorbent for picking up a liquid contaminant.

    (c) Chemical degradation: Use of another material to change the chemical structure and neutralize the hazardous material.

    (d) Isolation and disposal: Collection and disposal of hazardous material according to state and federal regulations.

(c) Decon Operations

1. There are three main types of decon. These are technical, emergency and mass decontamination.

    (a) Technical decon operations

    1. Apparatus which may have been contaminated should be cleaned in accordance with manufacturer's instructions and at a level necessary to remove the hazardous materials involved.
    2. The decon officer should determine if contaminated items are salvageable. Items that cannot be properly decontaminated should be disposed of in accordance with state and federal regulations. Items that can be decontaminated should be returned to the member after being properly decontaminated.
    3. Bags containing contaminated items should not be placed in command vehicle, ambulance or apparatus passenger compartments.
    4. Towels and other items used to dry off should also be placed in a bag for decontamination or disposal.
    5. All articles of contaminated structural firefighting PPE and uniform clothing should be placed in a bag, then sealed and tagged. The tag should list the contaminant, contents of the bag, member’s name, along with the time and date.
    6. If a member’s uniform has been contaminated, the member should proceed to a showering station. After showering, he/she should dry off and change into clean clothes. The decon group supervisor/

officer is responsible for ensuring that members who require showering are afforded all due privacy.

7. After a member has been rinsed off and decontaminated as much as possible, the member should proceed to the final area where a decon team member will assist the member in removing his/her protective clothing.

8. At the entrance of the decon area the member should discard any tools and equipment at the edge of the corridor so that they can be decontaminated.

9. Establish a decon corridor within the contamination reduction (warm) zone. Whenever practicable, the decon corridor should be easily accessible to personnel leaving the hot zone and located up-wind and uphill of the hot zone and with good drainage.

(b) Emergency decon operations - Emergency decon should be used if an emergency occurs such as when a responder or civilian is in medical distress caused by the hazardous material or has been exposed to a highly toxic material.

1. Strip away contaminated clothing.

2. Thoroughly flush and wash using large volumes of water.

3. When practicable, runoff from emergency decon should be contained or directed to a holding area.

4. Isolate contaminated PPE, clothing and equipment according to the technical decon operations listed above.

(c) Mass decon operations - Mass decon is emergency decon conducted at the mass casualty incident level using emergency decon operations and based upon available resources:

1. Responders must quickly identify the problem and establish hot, warm and cold zones

2. Responders should communicate the need for assistance and what the victims must do.

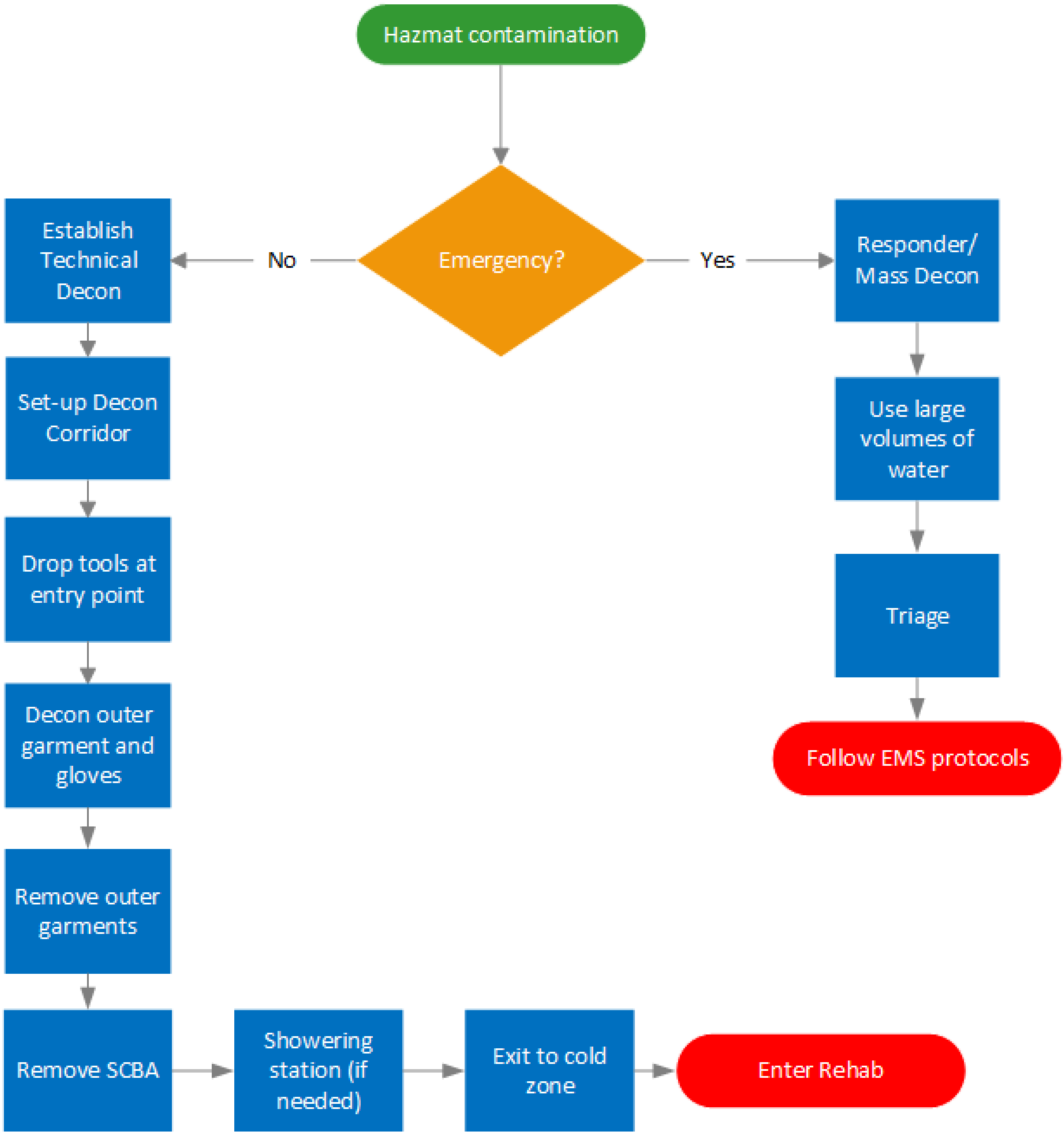
(d) Non-Ambulatory victim decon operations

1. Get as much information about the status and needs of non-ambulatory personnel or civilian victims as possible from rescue personnel.

2. As much as practicable, decon should take into account the medical condition of the victim.

3. Victims should be placed on a backboard or roller system so the patient is not lying in dirty water or spent decon solution

501.5 PROCEDURE DECISION TREE



Hazardous Materials Initial Incident Response

502.1 PURPOSE AND SCOPE

This document provides on-scene procedures for Fallen Leaf Lake Fire Department units operating at incidents involving hazardous materials.

Corresponding Policies:

Hazardous Materials Response
Hazardous Materials Training
Incident Management

502.2 DEFINITIONS

Hazardous Materials Operational Zones:

Exclusion zone (hot zone) - The area with actual or potential contamination and the highest potential for exposure to hazardous substances.

Contamination reduction zone (warm zone) - The transition area between the exclusion and support zones. This area is where responders enter and exit the exclusion zone and where decontamination activities should take place.

Support zone (cold zone) - The area that is free from contamination that should be safely used as a planning and staging area.

502.3 FIRST FIVE MINUTES

Whenever practicable, the first arriving Fallen Leaf Lake Fire Department unit should approach the scene from upwind and uphill and stage at a location estimated to be in the cold zone. Contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Primary (Level 1) staging location, which should be in the cold zone
- Unit assuming incident command (IC)

The IC should:

#Attempt to identify the hazardous material(s) involved in the incident through:

- Any available location pre-plan
- Material Safety Data Sheets
- Information from site representatives or vehicle operator
- Visible placards or signs
- The shape of tanks or other holding areas

- Reference to Emergency Response Guidebook that should be on all apparatus

#Perform or direct another member to perform a 360 assessment and report the results to the IC. Whenever available, personnel should use air monitors, such as four-gas monitors, to assist in determining levels of contamination. For hazardous materials response, the 360 assessment report should include, but not be limited to:

- Any leaking of liquids
- Any venting of gases or vapors
- Identification of the hazardous material
- Possible victims

#Contact Dispatch and request additional resources necessary to contain and isolate the hazardous material, including any specialized resources such as hazardous materials response units available to the department from neighboring jurisdictions and county, state or federal agencies.

#Begin developing the initial incident action plan (IAP), taking into consideration:

- Incident name, agency or unified command and command post location.
- Information for responding units on the best route of travel, staging locations and minimum isolation distances to maintain the safety of responding members.
- The information available on the products involved or an indication that the products are not yet known.
- The incident control objectives and goals, including confinement and containment measures.
- An incident site safety plan and designation of an Incident Safety Officer.
- A communications plan, including radio frequencies and contact telephone numbers

502.4 PROCEDURES

502.4.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus should be positioned in the cold zone and, whenever practicable, upwind, uphill and upstream of any vapor cloud or spill.

(b) Personnel

1. Personnel should be wearing PPE appropriate for the hazard.
2. Personnel should engage only in operations in relation to their level of training and only when wearing PPE appropriate to the level of the incident.

502.4.2 OPERATIONS

(a) The primary objectives of a hazardous materials response include, but may not be limited to:

1. Isolating, confining and containing the hazardous material.

2. Evacuating the contaminated area.

3. Denying entry to the contaminated area.

(b) Personnel should assume that any unknown or unidentified substance is a hazardous material until confirmed otherwise.

(c) As soon as it is practicable, the IC should confirm operational hot, warm and cold zones and relocate staging locations, the command post and personnel accordingly.

(d) When available, personnel should use air monitors, such as four-gas monitors, to continually read the scene contamination levels.

(e) Whenever practicable, the IC should have at least one advance life support ambulance on-scene and available for treatment and transport before personnel enter the hot zone.

(f) The IC should evaluate responding personnel's level of training in relation to the hazard. Hazardous materials mitigation activities should not exceed the level of training and PPE required to contain and/or mitigate the hazard.

(g) The IC should determine the hazard Level of the incident as soon as possible to aid in developing the IAP, determining operations and additional required resources, and performing a risk vs. benefit analysis for any rescue, fire suppression or mitigation and containment activities. Hazard levels are:

1. Level I - These incidents are relatively small and can usually be handled using defensive actions by initial responding personnel wearing structural firefighting PPE. These incidents have no environmental impact and pose little threat to the public. Examples of Level I incidents include, but are not limited to:

   - Fuel spills of less than 20 gallons that have not entered or threatened to enter storm drains or waterways that can be contained by use of dikes, diversion and collection.

   - Natural gas or propane leak at a single-family residence with no explosion, fire or injuries that can be mitigated by shutting off the gas supply and venting the residence or through use of controlled tank venting or plugs.

   - Requests for investigation of an unknown odor that finds no hazardous materials present.

   - Carbon monoxide calls.

2. Level II - These incidents should be considered as more complex than Level I incidents and may require offensive or defensive actions and evacuation. These incidents can pose a significant threat to the environment and public health and may require trained HAZMAT teams with specialized equipment and PPE. Examples of Level II incidents include, but are not limited to:

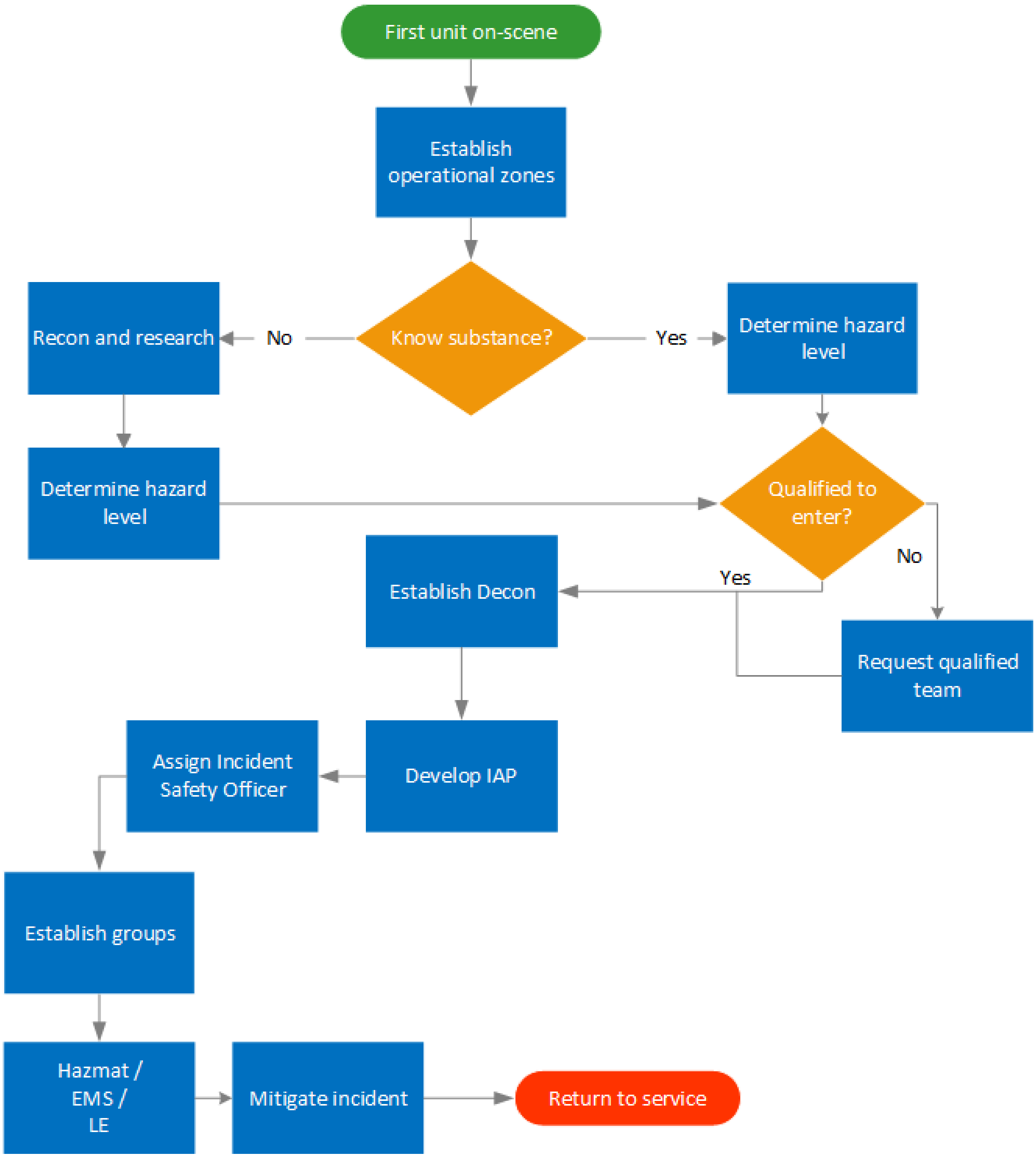
- Fuel spills or leaks of more than 20 gallons entering or threatening to enter storm drains or waterways. These incidents may require immediate containment measures and monitoring the spread of the hazard to determine downstream contamination or hazards.
- A release of hazardous materials with the potential for explosion.
- Any natural gas or propane leak from a vehicle-mounted propane delivery tank or in a building larger than a single-family residence.
- Any incident where the hazard is not identified.
- Leaks from outside natural gas lines.

3. Level III - These incidents are extremely complex and pose an extreme and immediate threat to the environment and/or public health. These incidents generally exceed the capabilities of local, regional and state resources, and often require widespread evacuation. Examples of Level III incidents include, but are not limited to:

    - Structure fires involving hazardous material production, processing or storage facilities.
    - Train derailment involving the release of one or more hazardous materials.
    - Terror attack involving hazardous materials.

502.5 PROCEDURE DECISION TREE

Hazardous Materials Initial Incident Response



High-Voltage Electrical Emergencies

503.1 PURPOSE AND SCOPE

This document provides arrival and on on-scene procedures for Fallen Leaf Lake Fire Department units responding to a high-voltage electrical emergency.

Corresponding Policies:

Hazardous Materials Response

Incident Management

503.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene
- Initial scene size-up
- Unit assuming incident command (IC)
- Confirmation that the power company is responding

The Incident Commander (IC) should:

#Perform or direct another member to perform a 360 assessment of the incident and report results to the IC.

#Establish the department accountability system for all personnel on-scene.

#Establish a restricted area based on the specific hazard. No person should be permitted to enter the restricted area unless directed by the IC.

#Contact Dispatch to get an update on estimated time of arrival for power company and request additional resources as appropriate.

503.3 PROCEDURES

503.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Apparatus should be positioned depending upon these responses:

    (a) Overhead emergencies - When practicable, apparatus should be placed according to the Traffic Incident Management System and Roadway Incidents Procedure. Avoid placing any apparatus under the involved utility equipment and overhead wires leading up to the involved utility equipment. Apparatus should be placed no closer than two poles from the involved utility equipment.

(b) Interior emergencies - Apparatus should be placed in accordance with the Structure Fire Response Procedure. Avoid parking under wires servicing the structure or next to utility boxes.

(c) Traffic collisions and vehicle fires - When practicable, apparatus should be placed according to the Traffic Incident Management System and Roadway Incidents Procedure. If wires are laying on a vehicle or a utility pole is involved, apparatus should be placed no closer than two poles and on the opposite side of the road from the hazard. Avoid placing apparatus under overhead wires when reasonable to do so.

(d) Substation emergencies - Apparatus should be placed in accordance with any substation pre-plan or, if no substation pre-plan exists, then the Hazardous Materials Incident Response Procedure.

(e) Underground emergencies - When practicable, apparatus should be placed according to the Traffic Incident Management System and Roadway Incidents Procedure. Apparatus should be placed at least 200 feet from the hazard. Apparatus should not be parked over manhole covers.

2. Personnel

(a) Personnel should don and remain in full personal protective equipment (PPE) and remain with their assigned apparatus and out of the restricted area until otherwise directed by the IC.

503.3.2 OPERATIONS
Refer to Corresponding Procedures section for appropriate scene operations.

503.4 UNIVERSAL PRACTICES

(a) All down, low, broken, frayed or split wires should be considered energized regardless of their appearance.

(b) No scene should be considered safe by any Fallen Leaf Lake Fire Department personnel until confirmed by on-scene power company personnel.

(c) During electrical emergencies, seemingly safe conditions can rapidly and violently escalate, leaving no time for a safe retreat. The restricted zone established by the IC should be large enough to reasonably include any area that could become unsafe if the hazardous condition escalates.

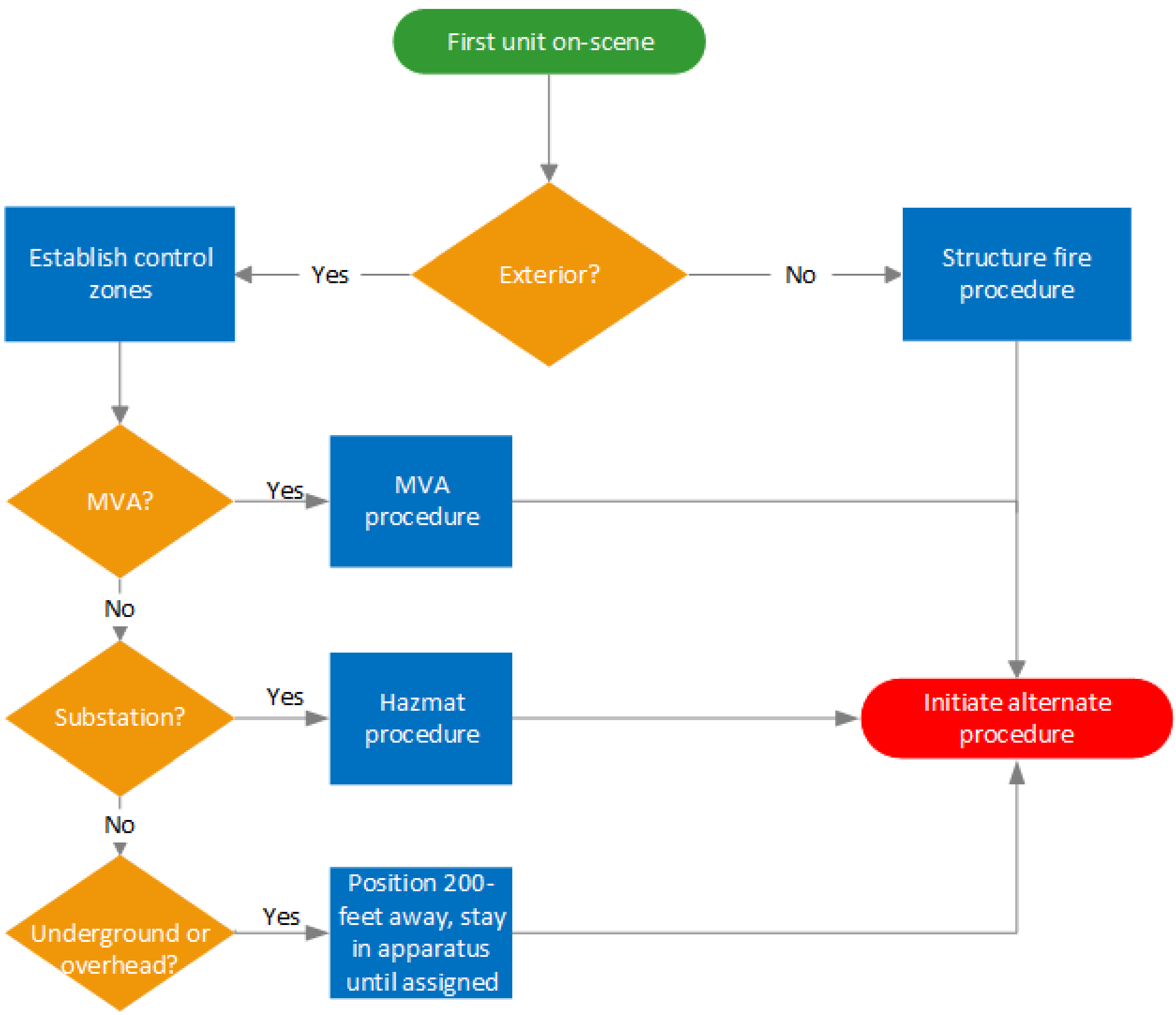
(d) During electrical emergencies, wires often become energized to a higher than normal voltage. This includes cable television and phone lines. Personnel should avoid contact with any wires until the power company has confirmed the hazard is de-energized.

(e) During electrical emergencies, objects near and around a high-voltage source often become energized. This can include trees, poles, fences, buildings, automobiles, fire hydrants, guard rails, natural gas pipes, and water pipes. Personnel should avoid contact with any object near the hazard until the power company has confirmed the hazard is de-energized.

(f) The ground itself may become energized to deadly levels. If members must approach a site, they should walk slowly so the energized ground can be felt before it reaches lethal voltage. Members should not run, push or drag anything or anyone to or from a site as this may escalate the hazard.

(g) Generators and solar panels have the potential to “back feed” into wires, panel boxes and other utility related equipment. Check and confirm that solar power systems or generators are disconnected from the hazard before engaging in any activity.

503.5 PROCEDURE DECISION TREE



MEDIVAC Helicopter Landing Zones

504.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures for the Fallen Leaf Lake Fire Department to establish a MEDIVAC landing zone.

Corresponding Policies:

Aircraft Operations
Incident Management

504.2 FIRST FIVE MINUTES

The Incident Commander (IC) should appoint a landing zone (LZ) Supervisor.

The LZ Supervisor should:

#Confirm with Dispatch that at least one engine company has been dispatched or, if at an active incident, confirm with IC that at least one engine company can be dedicated to the LZ assignment.

#Upon arrival at an LZ location assigned by Dispatch, evaluate the sight for suitability or, if assigned to establish an LZ, locate a suitable LZ.

#LZ suitability considerations should include, but not be limited to, the following:

- A flat, open grassy or hard surface area
- At least 100-feet square or larger
- Clear of trees, power lines, poles and other obstructions
- At least 100 yards from any response-related or other human activity

#If an LZ assigned by Dispatch is suitable, confirm that fact with Dispatch. If not an assigned LZ is not suitable, notify Dispatch that an alternate LZ should be assigned. Proceed to the alternate location and repeat the above steps.

#If assigned to establish an LZ at an active incident, notify the IC and Dispatch of the location.

#Once the LZ location is confirmed as suitable, request an operating channel from Dispatch for direct communication with the aircraft, make contact and

- Request an ETA.
- Advise the pilot that confirmation will be given when the LZ is prepared for landing.

504.3 PROCEDURES

504.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. The driver/operator should make reasonable efforts to position apparatus so personnel can immediately engage in fire suppression operations, with consideration for:
    - Access to and distance from a fixed water source, if available.
    - Access to the LZ and surrounding area while keeping a safe distance for landing and take-off.
    - Making sure the foam system (if equipped) is ready for use and a handline is deployed, if resources are available.
    - Turning off any unshielded apparatus lighting to prevent it shining upward and affecting the vision of the pilot.
2. Personnel
    - A minimum of two firefighters should be in full personal protective equipment (PPE), including self-contained breathing apparatus (SCBA), prepared to deploy attack lines should conditions warrant.

504.3.2 OPERATIONS

(a) To prepare the LZ, the LZ Supervisor should:

1. Assign personnel to walk the area to clear debris that could be picked up by rotor wash or create a danger to the aircraft or ground personnel.
2. Mark the LZ corners with weighted traffic cones.
3. If dark, contact the pilot and ask if lighting is wanted. If so, deploy any or all the following resources, depending on availability:
    (a) If available, mark the LZ corners with red auxiliary lights. If not available, use half-mile lights set to strobe and facing inward to the center from the corners.
    (b) Two vehicles at the borders of the LZ with headlights facing the center of the LZ. Vehicles should not be opposite each other to avoid blinding the vehicle driver/operators.
4. Assign personnel to keep all individuals at least 100 feet from the LZ.
5. If an unmanned aircraft system (UAS) or laser pointer is being employed, it should be shut down during LZ operations.
6. Reasonable steps should be taken to keep any third parties from using a UAS or laser pointer during LZ operations.

(b) After the LZ is prepared, the LZ Supervisor should:

1. Contact the pilot and confirm that the LZ is ready for use.
2. Aid the pilot in locating the LZ, if requested.
3. Advise the pilot of any reasonably identified conditions that could create a landing hazard, including but not limited to:

- Any sloping on the site
- Nearby power lines
- Nearby activity
- Nearby structures

4. Advise Dispatch when aircraft has landed.

(c) After aircraft has departed the LZ Supervisor should:

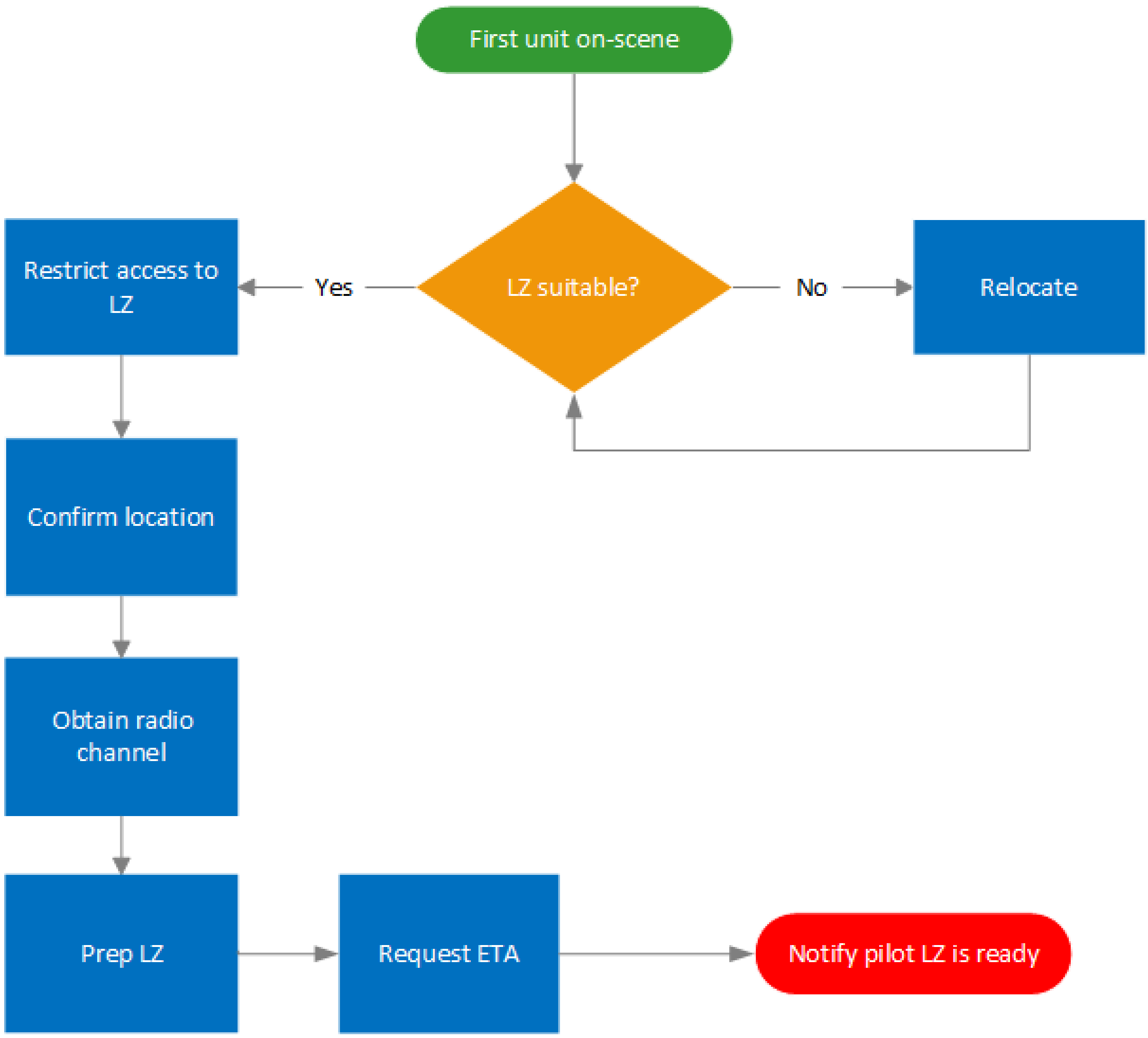
1. Advise Dispatch.
2. Assign personnel to remove any LZ markers or landing aides.
3. Clear the scene with Dispatch.

504.4 UNIVERSAL PRACTICES

Personnel operating in or near an LZ should:

1. Not approach the aircraft until directed by the pilot.
2. Approach and walk away from the aircraft from the side only.
3. Not walk around the tail rotor.
4. Protect eyes from rotor wash during landing and takeoff.
5. Not carry anything overhead.
6. Not run towards, around or away from the aircraft.
7. Allow the aircraft crew to control activity around the aircraft.
8. Secure loose objects light enough to be blown into the rotor blades.

504.5 PROCEDURE DECISION TREE



Technical Rescue Response

505.1 PURPOSE AND SCOPE

This document provides arrival and on-scene procedures for Fallen Leaf Lake Fire Department units operating at technical rescue emergencies, including, but not limited to high angle, confined space, machinery, wilderness, trench, water or building collapse rescues.

Corresponding Policies:

Confined Space Rescue Response
Elevator Entrapments
Incident Management
Staging
Swiftwater Rescue and Flood Search and Rescue Response
Trench Rescues
Urban Search and Rescue

505.2 FIRST FIVE MINUTES

The first arriving Fallen Leaf Lake Fire Department unit should contact Dispatch and provide the following information:

- Unit on-scene.
- Initial scene size-up.
- Location of a Primary (Level 1) Staging area. Considerations should include, but not be limited to keeping responding units at least 500 feet from trenches, cave-ins or collapses to minimize vibration that could further destabilize incident conditions.
- Vehicle exhaust that can collect in low-lying areas and spaces with limited ventilation, including but not limited to trenches.
- Unit assuming incident command (IC).
- Requests for any immediately identifiable additional and/or specialized resources as the incident require

The IC should:

#Perform or direct another member to complete a 360 assessment and report the results to the IC to identify:

- The nature of the incident.
- Victim location.
- Obvious scene and incident-related hazards.
- Appropriate places for positioning of apparatus and other required resources.

#Provide any necessary updates to Dispatch based upon information identified by the 360 assessment.

#Advise incoming units required for immediate operations of desired placement and equipment needed.

#Determine the ability of responding personnel to engage in operations based on training and equipment.

#Contact Dispatch to request any additional agency and outside resources required to begin operations.

#Designate an Incident Safety Officer.

#Control utilities. If machinery is involved, take reasonable steps to see that it is no longer energized and lockout/tagout procedures have been followed.

#Locate a responsible/reliable party and determine:

- The number, likely location and condition of victims.
- The cause of the incident.
- When the incident occurred.
- Presence of any additional hazards such as hazardous materials, landslide potential, explosion potential, etc.

#Initiate an initial Incident Action Plan and any required permit process for confined space rescue.

#Establish victim contact.

#If the incident involves any of the following, refer to the corresponding Fallen Leaf Lake Fire Department policy:

- Confined Space Rescue
- Elevator Entrapment
- Swiftwater Rescue and Flood Search
- Trench Rescue
- Urban Search and Rescue

#Request additional resources as necessary.

505.3 PROCEDURES

(a) Apparatus

1. Apparatus should remain a safe distance from the scene.
    - Stage as directed by the IC. For trench, cave-in and collapse emergencies, if the staging area has not yet been established by the IC, when

practicable, stage at least 500 feet away from the incident, to minimize vibration that could further destabilize the incident.

2. Early-arriving apparatus should be careful to leave access for later-arriving specialty units and ambulances.

(b) Personnel

1. Personnel should:

(a) Wear and use PPE appropriate for the hazard, including:

- SCBA in oxygen-deficient and IDLH atmospheres
- Personal flotation devices around water

(b) Avoid “tunnel vision” and unnecessary exposure to scene hazards, including:

- Unstable trenches
- Collapsed buildings
- Confined spaces
- Cave-in scenes

(c) Initiate victim rescue within the training and operational capabilities of on-scene personnel and equipment.

505.4 OPERATIONS

(a) Size-Up

1. Accurate scene size-up is critical to the successful outcome of the incident and the recognition of the hazard. The initial scene size-up by the first arriving unit, results of the 360 assessment and any additional size-ups should include:

- Scope, magnitude and nature of the incident.
- Location and number of victims.
- Time of day, area affected and complexity of incident.
- Risk vs. benefit analysis.
- Review of any pre-plans.
- Environmental factors.
- Patient contact/condition.
- Availability of needed resources.

(b) Scene control

1. Control the scene by establishing scene boundaries with a physical barrier. Consider requesting help from law enforcement to maintain scene boundaries.

2. If the hazard involves collapse, trench or cave-in, establish a 50-foot radius hazard zone and whenever practicable, control or eliminate all ground vibration within 500 feet of the collapse or cave-in.

3. For all other hazards, whenever practicable, establish a 200-foot minimum radius around the incident that is free from bystanders.

4. Other scene control considerations include, but are not limited to:

    - Control of all utilities.
    - Requesting the closure of roadways and railways and re-routing of air traffic that could further destabilize the scene.

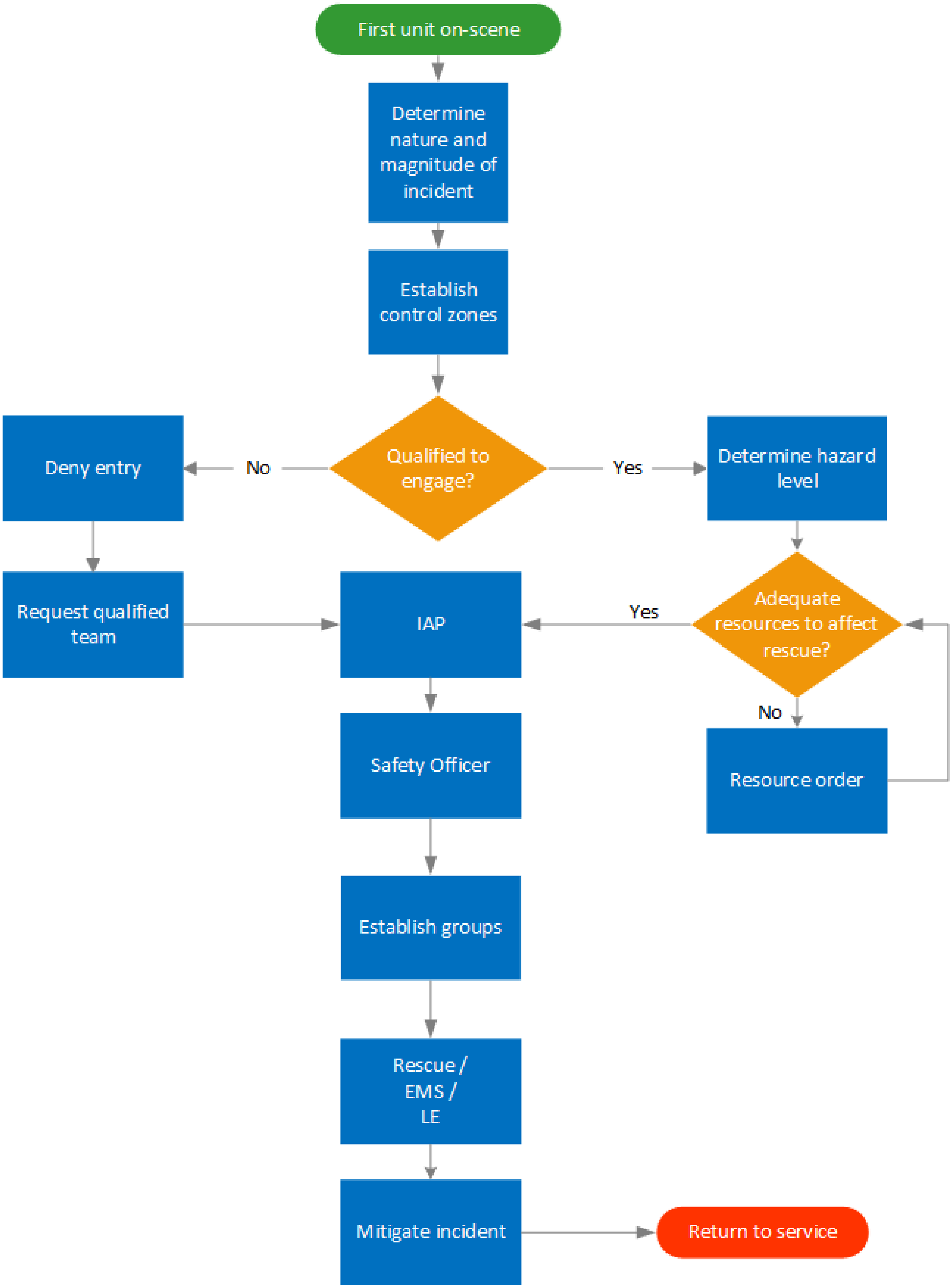
(c) Air Monitoring

1. The IC should assign personnel to monitor air for deficient oxygen levels and presence of hazardous gas levels before entry by rescue personnel and during operations at confined space, trench cave-in and collapse scenes and conduct operations as conditions dictate.

(d) Resource Deployment

1. The IC should deploy resources to the incident according to strategic and tactical plans, the incident action plan (IAP), within the priorities established for the incident and with the safety of the public and responders always in the forefront.

505.5 PROCEDURE DECISION TREE



Response to Calls for Service During Periods of Civil Disorder

506.1 PURPOSE AND SCOPE

These procedures provide guidelines to members of the Fallen Leaf Lake Fire Department when responding to calls for service during periods of civil disorder.

Corresponding Policies:

Active Shooter and Other Violent Incidents
Critical Incident Stress Debriefing
Emergency Response
Facility Security
Fire Service Authority
Incident Management
Interim Directives
Personal Firearms
Post Incident Analysis
Scene Preservation
Soft Body Armor
Staging
Tactical Withdrawal

506.2 RESPONSE TO CALLS FOR SERVICE

The instructions, guidelines, and steps throughout this procedure should be initiated and accomplished, to the extent each is practicable, considering civil disorder conditions confronted and anticipated by Officers in Charge (OICs) and members.

506.2.1 UPON RECEIVING A CALL FOR SERVICE

Upon receiving a call for service, the OIC should:

- Conduct an initial threat assessment to determine, based upon all available information, whether conditions constituting civil disorder in the area of the responding unit’s quarters would prevent response, and report those conditions to the communications center along with the decision not to initiate response.
- Where a response is initiated, with the information available, determine a route that avoids any hot or warm zones of civil disorder, related road closures, and demonstrating crowds blocking streets, and remain continually aware of any change in conditions that would require altering the chosen route.
- Secure the fire station if it will be left unoccupied during the response. In addition to normal station security procedures, this includes but is not limited to:
    - All bay doors are closed and locked.
    - All access doors are locked.

    - All windows are closed and locked.
    - All exterior lights are on.

The fire station should also be secured in the event the decision is made to remove apparatus and personnel for their safety and security.

- Attempt to determine whether the scene is located in a hot, warm, or cold zone.
- If the scene is hot or warm, determine whether law enforcement is on-scene. If not on-scene, request a law enforcement response and stage accordingly.
- Cancel emergency lights and sirens when within hearing and sight distance of the scene and follow all traffic laws.

506.2.2 UPON ARRIVAL

When approaching and upon arrival on-scene, the OIC should:

- Contact the communications center and provide the following information:
    - Unit/task force on-scene
    - Initial scene size-up, including the zone level and conclusions from on-scene threat assessment
    - Unit Establishing IC
    - Location of a primary (Level 1) staging area, which may be a stage-away area until the scene is deemed safe
    - Confirm radio channel assignments and ensure all personnel are operating on the correct channel.
- If the scene is determined to be in a hot or warm zone and law enforcement is not yet on-scene, request an ETA. Keep in mind that law enforcement resources may not be available and factor the lack of these resources into your conditions assessment.
- Coordinate with other responding agencies to establish a Unified Command (UC) and determine an appropriate location to establish a UC post.
- Coordinate with UC to determine cold, warm, and hot operating zones.
- Establish the Fallen Leaf Lake Fire Department personnel accountability system and locate the system in a cold zone after the operating zones are established.
- Coordinate with UC for approach and scene entry.
- Create an incident IAP and communicate all aspects of the IAP to UC so all agencies are aware of potential movements and actions of fire units and their personnel. When operating in warm or hot zones, the IAP should minimize exposure of personnel to potential injury or death. This includes but is not limited to:
    - Determining the fire attack mode.
    - Minimizing exposure of personnel to the impact of social disorder.
    - Immediately assigning a dedicated lookout.

- Request additional resources, as needed.

506.3 PROCEDURES

506.3.1 RESOURCE DEPLOYMENT

(a) Apparatus

1. Keep all apparatus cabinets and roll-ups closed and locked.

2. Remove all tools and equipment mounted on exposed surfaces and secure in cabinets. Mounted tools should only be kept inside the crew cabin when they can be secured against movement during travel.

3. During response to a call for service and return to the fire station, apparatus windows should be up and closed, and doors locked.

4. Placement of apparatus should be at the direction of the IC or UC if one has been established. The apparatus should be staged away from warm or hot zones.

5. The member assigned to lookout duties or, where personnel cannot be assigned, apparatus drivers, should:

    (a) Monitor apparatus to ensure that doors and cabinets remain closed and locked.

    (b) Keep non-agency persons away from apparatus, equipment, and hose lines. Lookouts should not exceed the authority granted to them by law or emergency declaration and should seek the help of law enforcement personnel to accomplish this task.

    (c) Monitor the scene and surrounding area for changes in social disorder conditions and notify the IC or UC of any change, positive or negative.

    (d) When duties do not require outside activity, remain in the apparatus cab.

6. Additional apparatus may be deployed as cover or concealment in warm or hot zones.

(b) Personnel

1. During response to a call for service and return to the fire station, personnel should respond in full personal protective equipment (PPE), including soft body armor, if provided, with coats fully collared and helmets on. Unless otherwise ordered, drivers are exempt from wearing turnout boots.

2. Upon arrival, personnel should not leave the confines of the apparatus crew cabin until directed to a task by the unit commander or IC.

3. Personnel should not enter a warm zone before law enforcement is on-scene. However, based upon the continuing threat assessment, personnel may have to begin operations before the arrival of law enforcement. Personnel should not engage in any activities in a warm zone unless directed by the Fire IC.

4. No operations should occur in hot zones.

506.3.2 OPERATIONS

(a) Coordination

1. The IC or UC should determine the safest paths for access and egress from the scene and continually monitor these paths as part of the continuing threat assessment.

2. All members should maintain situational awareness throughout the incident due to rapidly evolving scenes and communicate any changes to their commanding officer or the UC.

(b) Search, Rescue, Suppression, and Related Activities

1. All warm zone operations should be directed with the consideration of minimizing exposure of personnel to activities related to social disorder. This should include but is not limited to:

   (a) Staging all personnel and apparatus not engaged in fireground operations in cold zones.

   (b) Employing deck guns, monitors, and remotely controlled nozzles instead of hand lines for fire suppression.

   (c) Going to a defensive mode, whenever fire conditions permit.

   (d) Immediately removing victims and injured firefighters to cold zones for triage, treatment, and transport.

(c) Scene Preservation

1. In order to preserve scenes where criminal activity may require investigation, minimize the disturbance of conditions and evidentiary items when providing emergency mitigation services in and around scenes.

506.4 CONDUCTING TACTICAL WITHDRAWAL

506.4.1 WITHDRAWAL OPTIONS

(a) During the response to an incident:

1. The member responsible for initiating the withdrawal is responsible for notifying all responding units and the communications center of the withdrawal action. The relay of the withdrawal decision to individual units may be conducted by the member, or the member may choose to have the communications center notify all responding units to cancel their response or to respond to a defined staging area.

(b) After arrival at an incident:

1. When units are on-scene at an incident and a decision is made to initiate a tactical withdrawal, the IC or ranking supervisor is responsible for notifying all involved units (including those assigned to the incident but that have not yet arrived) of the withdrawal action. The IC should also notify the communications center of the tactical withdrawal and, if time and circumstances

allow, the situation and reason for the withdrawal. Individual unit supervisors are responsible for notifying all of their assigned personnel of the withdrawal.

506.4.2 TACTICAL WITHDRAWAL GUIDELINES

The following guidelines should be applied when the decision has been made to initiate a tactical withdrawal:

(a) Personnel should quickly pick up all tools, appliances, hose, and other department equipment, place in or on the apparatus, and withdraw from a hot or warm zone to a defined staging area established by the Incident Command Structure at a safe location away from the incident scene. All involved units and personnel should withdraw to that staging area.

(b) All involved units should withdraw from the incident scene as a single group. If that is not possible, individual units should attempt to congregate together, forming the fewest and largest groups possible, and withdraw in those groups.

(c) After all units have been initially notified of a tactical withdrawal, individual unit supervisors are responsible for personnel accountability, ensuring all members of their crew are accounted for and withdrawing as directed. The IC is responsible for accounting for all units assigned to the call and ensuring that all units are withdrawing as directed.

(d) If law enforcement is not on-scene and a tactical withdrawal is initiated, the communications center should immediately notify and request an immediate response by the appropriate law enforcement agency to provide security for the withdrawing units.

(e) Two Personnel Accountability Reports (PARs) should be conducted:

   1. The first PAR should be conducted once the IC believes that all units and personnel assigned to the incident have withdrawn from an incident to confirm they have safely withdrawn. Individual unit supervisors shall confirm that all members of their crew are accounted for and safe.

   2. The second PAR should be conducted by the IC once all involved units have gathered at the staging area. If any person involved in the operation is unaccounted for, emergency procedures should be initiated.

(f) After relocation to a cold zone staging area, equipment, tools, appliances, and hose should be packed and secured as per standard on-scene take-up and pack-up procedures.

506.4.3 RETURN TO QUARTERS OR ALTERNATE LOCATION

The decision to return to quarters involves a threat assessment of civil disorder conditions at and around the fire station and finding a safe return route. Units should not return to their assigned quarters until the area and route are considered safe.

(a) Where it is determined by ongoing threat assessment that it is not safe to return to the fire station or no safe route for return exists, the IC should direct units to an alternate location, preferably a fire station or public building, located in a cold zone.

(b) If sent to an alternate location, the IC should ensure that the communications center is notified of the location, confirm arrival of all units, and response status of all units under their command.

506.5 POST INCIDENT CONSIDERATIONS

506.5.1 POST INCIDENT ANALYSIS

Post-Incident Analysis (PIA). Refrain from performing any type of analysis on-scene or at any staging area. PIA should be performed at quarters or assigned alternate location.

506.5.2 CRITICAL INCIDENT STRESS MANAGEMENT (CISM)

Response to calls for service because of or during periods of social disorder may be especially stressful for personnel. Officers should be instructed to review the CISM policy, be mindful of any changes in member behavior, remind crews to watch each other for signs and symptoms, and report sign and symptoms to commanding officers.

506.6 ABANDONING FIRE STATIONS

Based upon a threat assessment concluding that, due to civil disorder conditions, the safety of firefighters and equipment can no longer be assured within the confines of a fire station, the ranking officer at a fire station, the

Fire Chief or the Assistant Fire Chief may order that a fire station be abandoned, and apparatus and members relocated to the nearest predetermined safe zone.

506.6.1 RANKING OFFICER RESPONSIBILITIES

Upon receiving an order to abandon a station, or ordering that a station be abandoned, the ranking station officer or the designated members should, to the extent possible considering the severity and immediacy of the threat, ensure that the following tasks are completed:

(a) Preparing to Abandon a Station

- All apparatus, including any reserve apparatus, have assigned drivers and all members are assigned to apparatus or a department-owned vehicle.
- All portable radios, personal communication devices, and battery chargers are located, gathered, and secured for removal on apparatus or department-owned vehicles.
- All self-contained breathing apparatus (SCBA) cylinders (bottles) not carried on apparatus are located, gathered, and secured for removal on apparatus or department-owned vehicles.
- All PPE of members is located, gathered, and secured for removal on apparatus or department-owned vehicles.
- If medications or controlled substances are stored at the fire station, they should be located, gathered, and secured for removal on apparatus or department-owned vehicles

- Lock all interior doors, member lockers, controlled-substance storage, and department-owned computer hard drives.

(b) Abandoning a Station

- Move all apparatus and members out of the station.
- The ranking officer may authorize the relocation of member personal vehicles to inside the station. If authorized, member vehicles should be moved to the apparatus floor.
- Close bay doors.
- Shut down all utilities to the station. If the sprinkler system is not serviced by a separate line, keep water service in operation.
- Ensure that all exterior doors and windows are locked.
- Notify communications that the station is being abandoned and confirm to which fire station the members and apparatus are relocating. Request that this information is transmitted to the Battalion Chief or the next higher-ranking officer.
- Apparatus and department vehicles, with assigned members, proceed to the identified safe zone together.

INDEX / TOPICS