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SFD POLICY

This manual, referred to as the SFD Employee Handbook, is general in scope and is meant to inform and guide all employees on matters of department-wide concern. All employees of the SFD shall comply with the policies, procedures and rules contained herein. All previous manuals and orders that are in conflict with the contents of this SFD Employee Handbook are rescinded.

This Handbook is divided into three sections; (8/6/2009)

1. SFD POLICY
2. WORK RULES AND REGULATIONS
3. OPERATIONAL PROCEDURES

The provisions of this manual apply to all Fire Department employees. In the event of conflict between these rules and any collective bargaining agreement, specifically, International Association of Fire Fighters Local 327, City Ordinance, Civil Service Commission rule, or state or federal law, the terms and conditions of that contract, rule or law shall prevail. In all other cases, the provisions of this manual shall apply.

1. Revisions in the manual shall be indicated in the following manner:
 - When revisions are made within a Sections paragraph, the revision date will follow the paragraph.
 - For any new Sections added, or when a Section is completely revised, the revision date will follow the title line.
 - When a Section has been added, removed, or renumbered, subsequent Sections shall be renumbered as necessary.
 - The revision date shall be the date when a Special Order becomes effective.

How to Access the SFD Employee Handbook: Employee Responsibility

All SFD employees shall be provided instructions on how to access the on-line SFD Employee Handbook. Employees shall be held accountable for knowing how and where to access the

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manual and for knowing the contents of the manual. Employees shall sign a receipt, acknowledging responsibility for knowing the contents of the manual and that they have received instructions on how and where to access the manual. Receipts shall be filed in the employee's Personnel File.

Requests for Amendments

Requests for revisions, additions, or deletions to the SFD Employee Handbook shall be forwarded to the Chief. A final decision regarding any policy changes will be made by the Fire Chief and/or his or her designee.

Knowledge of Orders

Employees shall be held accountable for knowing the contents of all orders, work rules and operating procedures, including those that have been disseminated during their absence from work.

Definitions of terms used in the Employee Handbook (June 12, 2007)

The following words and terms shall have the meanings assigned unless it is apparent from the context that they have a different meaning.

- **AUTHORITY**: Legal or rightful command or power.

- **BUREAU**: A major organizational component of a division. Inspection is a Bureau

- **BUREAU HEAD**: Director of an organizational component of a Division.

- **CHAIN OF COMMAND**: The continuous line of authority to and from the Chief of Fire.

- **COMMAND STAFF**: The forty hour staff composed of the Fire Chief, Assistant Chief and the Training Captain

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- **COMPANY**: An organizational component within a district usually supervised by a Lieutenant.
- **COMMANDER**: A supervisor of a shift.
- **DEPARTMENT**: The Sandusky Fire Department
- **DETAIL**: Personnel assigned to a specific mission.
- **DISTRICT**: A geographical area within the City.
- **DIVISION**: A major component of the SFD. Operations, Planning, Finance, and Logistics are all Divisions.
- **EMPLOYEE**: All sworn and civilian employees of the SFD.
- **FUNCTION**: A major organizational component of a bureau, division or unit.
- **INCIDENT COMMANDER**: An officer, who by rank, seniority or designation is in charge at an emergency scene, investigation or planned special event.
- **LAWFUL ORDER**: Any written or oral directive issued by a supervisor or a proper authority in the course of work that is in compliance with SFD rules and regulations.

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- **LENGTH OF SERVICE**: As defined by Civil Service Rules and Regulations or Labor Contract. Length of time employed by the City of Sandusky.
- **SFD**: The Sandusky Fire Department.
- **OFFICERS**: shall include all persons in a supervisory capacity acting temporarily or permanently appointed. The terms “officer” and “supervisor” include W.O.C., Lieutenants, Captains, and Chief Officers. “Company Officers” include Captains and Lieutenants and W.O.C...
- **PROMOTION**: A position change to a higher classification.
- **RANK**: Classification held by a sworn employee.
- **RANKING OFFICER**: Officer of the highest rank. Officers of the same rank are ranked according to appointment date within their rank.
- **SENIORITY**: See Civil Service Rules and Regulations or Labor Agreement.
- **SHIFT**: A group of employees assigned common hours.
- **SICK LEAVE**: See Civil Service Rules and Regulations and Labor Agreement.
- **SUPERVISOR**: An employee who is officially assigned to manage other employees.

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- **TIME:** All references will be to the 24-hour clock system. Example: 12:30 A.M. is 0030 hours/ 4:00 P.M. is 1600 hours.
- **WATCH:** An assigned duty/work period. Typically used for phone and radio duty.
- **W.O.C.:** (**Working out of Classification**) firefighter that is a designated by the Shift Commander to assume the duties of the Lieutenant.
- **WORK DAY AND WEEK:** A work day begins and ends at 0700 hours. The (40) hour work week begins on Sunday and ends on Saturday.

Mandatory and Permissive Verbs

The following rules of grammar shall apply throughout the SFD Employee Handbook:

The use of the verb "shall" or "will" means that the specified course of action is mandatory.

The use of the verb "may" mean that the specified action is permitted.

The verb "should" means that the specified action is advised.

Sworn rank structure (June 12, 2007)

- **CHIEF OF FIRE:** The Chief of Fire is the highest-ranking sworn position within the SFD. In his/her absence, the Chief may appoint a designee to assume the duties of the Chief.
- **ASSISTANT CHIEF:** Assistant Chiefs are superseded in rank by the Chief of Fire. In his/her absence, an Assistant Chief may appoint a designee to assume the duties of

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Assistant Chief. The Assistant Chief can be assigned as a Shift Commander and will assume the duties of the Chief in his/her absence

- **BATTALION CHIEF:** Battalion Chiefs are superseded in rank by the Chief of Fire and the Assistant Chief. In his/her absence, an Assistant Chief may appoint a designee to assume the duties of Battalion Chief. The Battalion Chief can be assigned as a Shift Commander or Staff Officer and will assume the duties of the Chief or Assistant Chief in his/her absence.
- **INSPECTOR:** Inspectors are appointed by the Chief of Fire and are superseded in rank by a Bureau Head. In his/her absence, the Chief of Fire may appoint a designee to assume the duties of Inspector.
- **CAPTAIN:** Captains are superseded in rank by the Battalion Chiefs. The Captain can be assigned as Shift Commander
- **LIEUTENANT:** Lieutenants are superseded in rank by Captain. In his/her absence, a Shift Commander may appoint a designee to assume the duties of a Lieutenant in accordance with the W.O.C guidelines.
- **FIREFIGHTER:** Fire Fighters rank is achieved through the Civil Service employment process and is superseded in rank by Lieutenant.

Civilian Structure

ADMINISTRATIVE ASSISTANT: The Administrative Assistant is appointed by the Chief of Fire. Administrative Assistants report to the Fire Chief and Assistant Chief.

Chain Of Command

All employees must be aware of their relative positions within the SFD. They should know: A) to whom they are accountable, and B) for whom they are responsible.

Employee Authority and Responsibility - Accountability

All SFD employees are accountable for their use or failure to use delegated authority.

Compliance with Lawful Orders

An employee must always obey lawful orders given by supervisors or their designees, but all employees will be held accountable for their use of delegated authority.

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An employee who receives conflicting lawful orders from an officer shall notify the officer of the conflict, it will be the responsibility of the second officer as to what action is most necessary. After complying with the order, the employee should notify the highest-ranking officer of the conflicting orders and the action taken.

If the duty is perceived to be unreasonably dangerous, the firefighter shall point out the safety concerns to the supervisor and ask for clarification of the order. If the order is not in violation of Sandusky Fire Department operation procedures and is compliant with Safety training, the member receiving the order must then carry out the order immediately

Employees shall truthfully answer questions or render material(s) and relevant statements in a departmental investigation when so directed, consistent with the constitutional rights of the employees.

Responsibilities of Command

Shift Commanders are responsible and accountable for every aspect of their command and tour of duty. In order to achieve organizational objectives, they have the authority and responsibility to coordinate, direct, and allocate assigned personnel and resources within policy and legal restraints.

Shift Commanders shall continuously evaluate all aspects of their command or tour of duty. Existing policies, procedures, programs and budget requests should be reviewed to ensure that necessary changes are made. Personnel, vehicles and equipment must be inspected and ready for service under their command. It is a Shift Commander's responsibility to ensure that deficiencies or inadequacies are noted and corrected.

Shift Commanders shall ensure that changes in command or tour of duty are as smooth and orderly as possible. Orientation of the oncoming Shift Commander shall include information on unique problems of the previous tour of duty and assistance in continuing community and professional contacts relative to the command or tour of duty.

Procedure Manuals (June 12, 2007)

Division Supervisors shall develop and maintain specialized operating procedures for their respective Divisions and shall ensure that the Operational Procedures are updated as procedures change. Operating Procedures or Guidelines shall be current and a copy shall be

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provided to the Fire Chief for inclusion in this manuscript. Examples of specific units that maintain such manuals are:

Operations (Assistant Chief)

Logistics (Battalion Chief)

Planning Code Enforcement Officer and Risk Reduction Officer)

Responsibility of Officers/Supervisors

In general, supervisors have the authority to exercise control over subordinates to accomplish department directives. Supervisors are responsible for the behavior and actions of subordinates within their immediate control. They are also responsible for the inspection, evaluation, and discipline of all assigned subordinates. Those responsibilities include, but are not limited to, the following:

- To set an example for subordinates in the areas of appearance, work habits, skill and attitude. Abstain from abusive and profane language in giving orders.
- Perform the duties, accept the responsibilities, and have the authority of the rank that they are occupying, be it either a temporary or permanent assignment.
- Prevent members from exposure to unreasonable danger while on duty.
- Take responsibility for the efficient treatment and transportation of any sick or injured person, through efficient scene management, at an incident where they are in command.

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- Take responsibility for fires to be extinguished with the least possible danger to life and property, prevent unnecessary water damage, take proper precautions against rekindle, and leave the premises in as safe a condition as practicable to do so.
- Enforce Sandusky Fire Department Directives, Orders, Rules, Regulations and Procedures. Ensure that the above mentioned are followed and are not ridiculed by SFD employees.
- Be held responsible for the condition and appearance of their own uniform and the uniforms of members under their supervision.
- Decide promptly any questions of their subordinates relative to the interpretation of regulations or orders, and in sudden emergencies prescribe the immediate action to be taken.

Duties of Supervisors (8/10/2006)

In addition to the duties of all Sandusky Fire Department employees, supervisors have the following specific duties:

- Analysis and appraisal of work accomplishments for subordinates. Report all actions and conduct worthy of merit and recognition.
- Maintain the manpower quota of their command as far as practicable and report any deficiency in manpower when efficient operation is impaired.
- Investigation of all citizen or department-directed complaints alleging misconduct, incompetence, neglect of duty or any other department rule violation. Investigate and report to their immediate supervisor any unusual occurrences concerning the

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department. Fill out the Citizens Complaint form that is included in this manual and forward to the Chief of Department through the proper channels. (June 12, 2007)

- Review and ensure completeness and accuracy of all reports with which they are concerned. File, in orderly manner, reports and records relative to the functions of their positions. Submission of a false or **inaccurate** report and/or falsification of any record shall be grounds for disciplinary action to include suspension or dismissal.
- Preserve all orders, notices, communications, and records pertaining to the operation of their respective units until the purpose of such records has been served in accordance with applicable records retention schedules.
- Duties may be delegated, with equivalent authority. However, the ultimate responsibility or accountability for the results may never be relinquished.
- Make notations of all information applying to the operation of their command in the daily log.
- Inform their relief of occurrences that occurred during their tour of duty.
- Read the “Daily Log” for the previous shifts when reporting for duty.
- Keep informed of conditions in divisions, sections, stations, and companies under their supervision.
- Prohibit any subordinate from conducting personal business on duty, using city supplies, facilities or utilities for personal use. (2/01/2008)

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- Prohibit any subordinate from storing private automobiles or motorcycles in fire stations, nor shall work on same be permitted in or about company quarters. They shall not be parked inside the stations or on the apparatus approach at any station.
- Prohibit storage of automobiles, boats, and other non-city owned property on station parking lots beyond the members' tour of duty, unless approved by the Fire Chief.
- Take responsibility for the efficient and economical use of supplies and metered services.
- Sleeping, idling, or loafing while on duty is a dereliction of duty. Ensure that subordinates refrain from sleeping prior to 1800 hours. In order to properly inform their relief of occurrences that occurred during their tour of duty they shall be awakened to allow time to do so prior to 0700 hours the next morning.
 - a. This does not apply when a member is extremely fatigued from a previous fire.
 - b. Day time rest periods can be granted only at times when it is known that a company will be required to work for extended periods through the night such as extended fires, or natural or man-made disasters

Responsibilities of all personnel (revised 3/22/2007)

- It shall be the duty of every member of the Fire Department to keep physically fit and work competently in their positions to cause all department programs to operate effectively.

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- It shall be the duty of every member of the Fire Department to operate safely and use good judgment. Be careful of Department equipment and property and use their training and capabilities to protect the public at all times, both on and off duty
- It shall be the duty of every member of the Fire Department to acquaint themselves with all matters contained in these rules and regulations in any manner relating to their duties, and conform thereto. They shall read and become familiar with the laws, ordinances, rules, and operating procedures relating to the department.
- These regulations are not intended to cover every case which may arise in the discharge of their duties. Where no rule applies the use of intelligence and discretion by the member, will apply, in discharging his/her duties.
- In matters of general conduct not within the scope of department rules, members shall be governed by the ordinary rules of good behavior observed by law-abiding citizens
- Courtesy and civility to the public are demanded of all members of the department, and any conduct to the contrary will not be tolerated. Members in their conduct shall be quiet, civil and orderly, and shall at all times be attentive and zealous in the discharge of their duties, controlling their tempers and exercising the utmost patience and discretion. They must at all time refrain from using coarse, violent, profane or insolent language, but when required, must act with firmness and sufficient energy to perform their duties. They shall be civil and respectful towards each other.
- Members shall conform to and promptly obey all laws, ordinances, rules and regulations, and orders, whether general, special or verbal when emanating from due authority. They shall be on time, and obedience shall be prompt.

- Employees shall not harass co-employees because of their age, sex, marital status, sexual orientation, race, religion, color, creed, national origin, political affiliation and involvement or noninvolvement in the Union, to the extent required by applicable Federal and State statute and regulation, either by the use of derogatory verbal or written comments, graphic materials, gestures, or conduct which would interfere with the performance of their duties.
 - a. "Sexual orientation" means having a preference for heterosexuality, homosexuality, bisexuality, having a history of such a preference, or being identified with such a preference.

- The display of sexually oriented material is considered "patently offensive conduct". Employees shall be sensitive of their co-workers and considerate of the workplace environment. If you see it, and think it could be offensive, it probably is offensive to someone. **(revised 3/22/2007)**

- Members of the department shall not deliver speaking engagements to the public concerning matters related to the work of the department. Members shall not under any circumstances make statements for publication concerning the plans, policies, or affairs of the administration of the Fire Department, unless duly authorized to do so by the Fire Chief.

- In any case when there is sound reason to believe that plans, policies, or affairs are inconsistent or unjust, it is the right and duty of any member to appeal to higher authority within the department or city administration in accordance with the labor agreement.

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Policy Statement for Shift Commanders (June 12, 2007)

Scope

The purpose of this policy is to define expectations for performance and options for staffing with qualified individuals in the absence of the Assistant Chief of Operations, The Shift Commander shall be stationed at Fire Headquarters

Staff Officer Coverage

Forty hour personnel Shall not take a vacation day just to be eligible for minimum manning overtime. Vacations shall be scheduled and approved in advance by his/her supervisor. Forty hour personnel may work overtime from Friday night to the first half of Sunday. They also may work on a previously scheduled vacation or a holiday.

Forty hour personnel shall observe all holidays unless preapproved by his/her supervisor for a specific job or task. An alternative day off may be scheduled in place of a Holiday with advanced approval from of his/her supervisor.

Responsibilities

Any personnel working in place of the Shift Commander shall assume all job responsibilities of the Shift Commander. Regardless of rank, any person who accepts responsibility for filling in for the Shift Commander will be expected to oversee the completion of all duties required for the effective management of emergency and non-emergency operations until relieved by a higher ranking officer. It is expected that all Captains shall function as Shift Commanders.

Employees may not trade time if it results in additional overtime or comp time or in accordance with the current labor agreement. Therefore, a trade by an officer that would cause another officer to be called in for overtime/WOC to satisfy the conditions of this policy would be prohibited

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- a)** On nights and weekends when the Command Staff¹ is not on duty, there must be at least one officer on duty that by rank is a Captain or higher.

- b)** There must be at least two officers on duty that by rank is a Lieutenant or of higher rank during the hours that the Assistant Chief is **on duty**.

- c)** The ranking on-duty supervisor at the scene of any fire incident shall be in charge and responsible for personnel activity. In the absence of a Shift Commander, the senior officer of the first unit to arrive at the scene shall be responsible for handling the incident until relieved by a supervisor. The ranking officer present is in charge of a scene and certain emergency situations such as Technical Rescue and Hazardous Materials responses, the specialized unit trained for these emergencies shall be in command of Operations.

- d)** The officer shall assume command when so instructed by a supervisor or senior officer at the scene. Whoever is in charge of a scene will remain at the scene until the incident is under control or relieved by another supervisor or senior officer.

¹ Assistant Chief

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Performance Management Part I (June 12, 2007)

Performance management is a participatory process in which employees and supervisors work together to ensure that work expectations are identified, communicated and measured. Employee performance management through feedback and evaluation is a vital part of personnel management. It is used to enhance performance through appraisal, discussion and coaching which may be formal or informal. Performance feedback is most effective when completed on an ongoing basis to maintain good performance or to improve performance when needed. Formal, written performance feedback and appraisal shall be completed annually during the month of the employee's anniversary date using the Fire Department's performance management tool. While performance management is a participatory process, supervisors are responsible for ensuring timely completion. This policy and the performance evaluation tools are the basis for consistent, equitable application of performance management by all Company Officers within the Fire Department. The policy provides guidance to employees and supervisors about the purpose and process of performance evaluation. Implementation of the performance management policy will help employees develop their skills and value to the organization by identifying what the organization expects, by communicating expectations and by holding employees accountable.

Objectives of Performance Management

The primary objectives of the performance management program are:

1. To provide the assessment and development needed to achieve service delivery objectives to help employees develop in their current jobs and help prepare them for higher level positions.
2. To provide a means of identifying what the organization expects of employees, of communicating it to them and of holding them accountable for meeting expectations.
3. To ensure that employees are fully aware of performance standards that apply to the job to let employees know that they can improve their performance and increase their contribution through feedback, coaching, training and developmental activities.
4. To recognize overall work performance by employees.

Assessing Performance

Successful performance management relies on an effective partnership between employees and supervisors as well as a clear understanding of the expectations of each job.

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Effective performance management will also:

1. Be job oriented, providing an evaluation of performance against specific standards, goals and objectives that are related to realistic workplace practices.
2. Promote employees' job satisfaction and morale by letting them know that supervisors are interested in their progress and development as well as providing regular feedback.
3. Make sense to employees—so that employees can clearly understand the areas in which they need improvement, are doing a good or are doing an outstanding job.
4. Be consistent across the organization.
5. Provide a reasonable judgment of sustained performance.
6. Include goals that are **Specific, Measurable, Achievable, Realistic and Timely (SMART)**.

Completing the Performance Review

The formal review of performance is based on evaluating employee behavior against the basic competencies needed to deliver public services as well as the specific tasks and expectations of the employee's job. The following procedures will be used to complete a formal, annual review of employee performance:

Administration of the Performance Review

1. Formal, written review and a face-to-face performance discussion shall be completed at least annually, but periodic discussion and feedback is encouraged.
2. Supervisors and employees must become familiar with the evaluation tool including core competencies.
3. Battalion Chiefs' are responsible for ensuring timely completion of performance reviews.
4. The employee's immediate supervisor shall complete the appraisal and, at the discretion of the Fire Chief, coordinate with another level supervisor or other manager prior to meeting with the employee.
5. The attached form(s) shall be used for annual appraisals.

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6. A copy of the completed evaluation shall be forwarded to Human Resources for inclusion in the official personnel file.
7. Specific instructions for using the evaluation tool are included with the tool and shall be followed to complete written evaluations.
8. It is recommended that the employee be asked to complete a self-evaluation and share the result with his/her supervisor in advance. While the supervisor is responsible for rating decisions, the employee's perspective, as well as that of the supervisor, shall be discussed during the face-to-face meeting.
9. Each competency or aspect of the evaluation shall be reviewed separately

Actions Required When Overall Performance is Less Than Acceptable

When an employee's performance deteriorates to a level that could lead to serious consequences such as reassignment, demotion or dismissal, he/she must be given a reasonable opportunity to bring his/her performance to an acceptable level. Action shall be taken at any time during the rating period if the supervisor determines an employee's performance to be below an acceptable level.

In these situations the employee must be notified of the following:

1. The specific job requirements or performance expectations the employee is failing to perform satisfactorily.
2. What the employee must do to bring the performance to a satisfactory level.
3. What management will do to help the employee improve such as providing additional training, regular feedback or written guidance?
4. The frequency at which the employee can expect to receive interim feedback.
5. A date by which the employee must raise his/her performance to a satisfactory level.
6. The consequences of failing to improve overall performance to a satisfactory level such as reassignment, demotion or dismissal.

Deferral of Performance Review

A formal, written performance review may be deferred in cases where an employee has been absent from work for an extended period of time and the supervisor has not had sufficient

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opportunity to observe performance. Such deferral shall not exceed the total time of the employee's absence from regularly assigned duties and shall be documented in a memorandum to the Director of Human Resources with a copy provided to the employee.

Alternate Performance Management Tools

The Fire Chief, working in conjunction with the Director of Human Resources, may propose additional performance management tools for all or some employees in the department when there is a compelling, justifiable business need to do so and such tools meet the objectives of the Fire Department.

Introduction

Performance management is a process of identifying, evaluating and further developing the performance of employees, so that the Fire Department's goals and objectives are achieved. At the same time, effective performance feedback promotes employees' job satisfaction and morale by letting them know that management is interested in their progress and development as well as providing regular feedback. The attached evaluation instrument is the primary tool used by Sandusky Fire Department to document performance feedback.

Overall Purpose

Effective performance management provides a means of identifying what the organization expects of employees, of communicating the expectations to employees and of holding employees accountable for meeting the expectations. The purpose of the performance review process is to complete and share with employees an objective assessment that provides a reasonable judgment of sustained performance.

Phases

There are four phases of this performance management; Planning, Coaching, Reviewing and Rewarding. The phases create a cycle that runs year round starting on the employee's anniversary date. This instrument provides the means to implement the first and third phases—planning and reviewing—while providing the basis for Coaching and Rewarding.

- **Planning** - Jointly identifying performance and developmental goals and gaining the employees' commitment to achieving those expectations.
- **Coaching** - A continuous cycle of observation, feedback and reflection that is required to ensure the employee is on track to achieve performance expectations.
- **Reviewing** - Jointly assessing actual performance against expectations to identify strengths to build on and challenges to address in the upcoming year.

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- Rewarding - Ensuring that employees receive recognition commensurate with their level of performance.

Procedures

The formal performance review is completed by comparing actual employee performance to a set of competencies that include the basic, observable behaviors representing the knowledge, skills and abilities needed to deliver public services. The evaluation of the basic competencies is coupled with a review of the results achieved in the specific responsibilities of the assigned job. Developmental activities provide the basis for ongoing employee learning and development.

Administration

Formal review and a face-to-face performance discussion shall be completed at least annually during the month of the employee's anniversary date of hire, but periodic discussion and feedback is encouraged and an informal midyear review is preferable.

- It is strongly recommended that employees complete a self-evaluation and share the result with the supervisor before the supervisor completes the evaluation.
- Supervisors and employees must become familiar with this evaluation tool, including the core competencies.
- Supervisors are encouraged to use the “**SMART**” method in defining goals, expectations and objectives—**S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-based.
- Supervisors shall ensure that the review process is completed in a timely manner.
- The employee's immediate supervisor shall complete the appraisal and, at the discretion of the Fire Chief, coordinate with higher level supervisor or manager prior to meeting with the employee.
- The attached instrument shall be used for documenting annual reviews, unless an alternative tool has been approved by the Fire Chief in advance.
- A copy of the summary page shall be forwarded to Human Resources for inclusion in the official personnel file.

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Instructions for Completing the Evaluation Instrument

1. Complete the top section of the form with the individual's name, department and shift, his or her job title, the current date, the dates of the rating period and whether the evaluation is an interim evaluation, such as a mid-year, or annual evaluation.
2. All employees shall be rated on the first four competencies. In addition, supervisors, from the rank of Lieutenant and up will be rated on competencies five thru ten. If the employee's job does not include responsibility in one or more of competencies five - 10, the supervisor shall mark the "NA" box.
3. One rating, reflecting the level of demonstrated performance, shall be marked for each competency and job specific responsibility according to the following definitions:
 - Unacceptable Performance - Performance consistently does not meet standards and expectations.
 - Marginal Performance - Performance is inconsistent and may be satisfactory sometimes and unacceptable at others. The individual often needs close supervision, guidance and direction. This level typically describes an individual who needs to show improvement and requires further development.
 - Acceptable Performance - Meets or occasionally exceeds the expected standards, usually able to perform without close supervision. Consistently satisfactory performance. Achievement is at a level normally expected for an individual in the job.

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- Commendable Performance - Performance is clearly above normal expectations for the position. Individuals with solid experience and well-developed skills usually achieve this level.
 - Exceptional Performance - Performance consistently exceeds standards and requirements. Achievements are well beyond those normally expected of someone in the job. This is a level reserved for the few individuals whose performance has been consistently excellent.
3. Each core competency and job specific responsibility must be evaluated separately, using the rating definitions, competency definitions and examples included in these instructions, as guidance.
 4. Identify and state the primary responsibilities and/or tasks expected of the employee in his or her day-to-day work assignments as reflected in the performance plan and document them on Part II "Job Specific Responsibilities and Results."²
- Review the job description prior to completing Part II to make sure that the performance expectations align with the essential duties and responsibilities of the position.³
 - Evaluate each responsibility individually using the rating definitions, above. Part II may be tailored to individual work settings by using a performance contract, performance matrix or other tools instead of the format included.
 - Compile an average of all ratings for Job Specific Responsibilities and Results and enter the average at the bottom of Part II.

² Only Battalion Chief's and higher ranks will be evaluated using Part III in 2007

³ Job Descriptions will be brought up to date in 2007 in collaboration with LMM

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5. Part III, “Developmental Activities” is optional and, when used, shall identify an individual developmental action plan for the upcoming year that improves job related knowledge, skills and/or abilities but are not a part of the current performance expectations. ⁴

***NOTE:** that this section differs from the progression or developmental goals that may be required as part of the job specific responsibilities such as a job requirement to learn a specific computer application.*

6. The “Statement of Performance” section shall be used to document specific examples that support the rating. Statements are **required** for ratings of “unacceptable, marginal or exceptional performance.”
7. The “Summary” page shall be completed by transferring the evaluations from each competency and the average of Part II and be signed by the appropriate persons. The Summary page shall be submitted to the Human Resources Department for inclusion in the employee’s official personnel file.

- Mark the “**Type of Review**” column with the appropriate rating if a written mid-year review is completed.
- The “**Overall Performance Level**” reflects a combination of performance level in the core competencies and the average performance in Job Specific Responsibilities and Results and shall be included on the Summary page using the following guidelines on the next page:
- **Overall Unacceptable** = More than half of the competencies rated unacceptable AND/OR an average rating of Unacceptable on Part II.

⁴ Only Marginal Performance and Unacceptable Performance employees will be evaluated using Part III in 2007

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- **Overall Marginal Performance** = More than half of the competencies rated Marginal or higher AND/OR an average rating of Marginal on Part II.

 - **Overall Acceptable Performance** = More than half of the competencies rated Acceptable or higher AND an average rating of Acceptable on Part II.

 - **Overall Commendable Performance** = More than half of the competencies rated Commendable or higher, no competencies rated Marginal or lower AND an average rating of Commendable on Part II.

 - **Overall Exceptional Performance** = Over half the competencies rated Exceptional, no competencies rated lower than Acceptable and an average rating of Exceptional on Part II.
8. The employee shall review the completed evaluation, initial each page and sign the summary sheet to indicate that the evaluation was shared with him or her. Initials and/or a signature do not indicated agreement with the ratings. The employee may add comments to the summary sheet at his or her discretion.

Core Competencies - Definitions and Examples

Customer/Citizen Service:

Treatment of people who receive the employee's product/service; management of difficult or emotional customer/citizen situations; response to customer/citizen needs and requests; solicitation of customer feedback to improve service; meeting commitments to customers/citizens; building constructive, cooperative and pleasant relationships. Commitment to serve the public; focus on finding and meeting the needs of others.

Examples of Behaviors That Indicate Acceptable Performance

- Consistently aims to ensure that customer/citizen and organizational needs are met.

- Communicates and interacts effectively and positively with all customers/citizens.

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- Makes themselves available and accessible to internal and external customer/ citizen requests.
- Builds and maintains a good and professional relationship with those people who they interact with.
- Follows through, resolves and seeks feedback regarding questions, requests and/or complaints in a timely and effective manner.

Adaptability/Flexibility:

Adjustment to changing priorities, proactive thinking, pursuit of opportunities and appropriate action; accommodation of new or changing conditions; adaptation to changes in the work environment; management of competing demands; utilization of an approach or method to best fit the situation; dealing with anger, frustration and disappointment; dealing with frequent changes, delay or unexpected events.

Examples of Behaviors That Indicate Acceptable Performance

- Uses job knowledge to extend the knowledge/ skills of others.
- Seeks solutions to problems without prompting.
- Adapts individual approach to meet objectives.
- Completes new projects outside the job description.
- Demonstrates a willingness to learn new skills and/or use new equipment.
- Modifies their position and/or changes strategies to maximize success.

Work Habits:

Individual behaviors which impact work and over which an employee has independent control; consistency with the vision and values of the Fire Department, department and work unit including acting in ways that are equitable, ethical and legal; treating all people with respect; keeping commitments; inspiring the trust of others; working with honesty and integrity; safety habits, appearance and personal hygiene is appropriate to the job duties performed; use of paid time off; time management; confidentiality as appropriate; maintaining acceptable productivity.

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Examples of Behaviors That Indicate Acceptable Performance

- Maintains personal dress, grooming and hygiene appropriate to the job duties performed.
- Uses available leave balances appropriately taking into account workload and co-workers' needs.
- Uses time wisely with regard to assigned work hours and breaks.
- Maintains confidentiality as appropriate.
- Maintains acceptable productivity: minimizes personal activity, using work time for personal use only in unusual situations.
- Follows safety rules and precautions and has minimal safety related accidents or issues.
- Demonstrates a high regard for truth and accuracy.
- Does not promote or participate in activities that may be construed as a conflict of interest.
- Considers the organization's mission/vision/values in making decisions and taking action.
- Takes appropriate action in ethical issues.
- Completes assignments with acceptable quality.
- Takes responsibility for personal actions.

Communication:

The exchange of information and ideas; ability to get a message across effectively as well as understand verbal messages; ability to read and interpret written information; listening without interrupting; ability to write clearly and appropriately manner in which one verbally interacts with others; shares work related information with others as appropriate.

Examples of Behaviors That Indicate Acceptable Performance

- Ensures understanding of the message before acting on it, seeks understanding when needed.

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- Keeps other team/staff members informed and involved and looks for opportunities to assist them.
- Takes into account how different audiences are likely to react and chooses the best method of communicating the message to each audience.
- Shows adequate listening skills by being attentive, open to others' ideas, providing a fair hearing and acting on information received.
- Speaks in a way that clearly passes the information on, talks with rather than at others, and is clear and precise about what is required.
- Completes accurate, relevant written work that meets deadlines and achieves desired results.

Organizing/Planning/Project Management:

Forward focus, resulting in scheduling work, setting goals, anticipating and preparing for future assignments and establishing priorities; demonstrating initiative and follow-through, coordinating all resources to ensure work is completed on time; maintains appropriate records as needed.

Examples of Behaviors That Indicate Acceptable Performance

- Identifies and coordinates the right equipment and resources to complete jobs.
- Understands the effect of individual actions on others.
- Plans pace of work to meet regular work schedules and deadlines.
- Produces an acceptable volume or amount of work.
- Determines priorities, schedules, activities and initiates appropriate course of action.
- Plans ahead, identifies possible problems, plans appropriate action and communicates decisions.
- Demonstrates appropriate ownership of tasks, projects and plans, follows-up with few reminders.
- Keeps good records and documentation. Complies with administrative systems.

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Decision-Making/Judgment:

Choice of an appropriate course of action; willingness to make decisions in a timely manner; exercising sound and accurate judgment; support and explanation of reasons for decisions; including appropriate stakeholders in decision-making.

Examples of Behaviors That Indicate Acceptable Performance

- Gathers information to ensure all factors are considered.
- Makes sound, acceptable decisions based on knowledge and common sense.
- Solicits input and feedback from appropriate stakeholders before implementing decisions
- Uses a variety of analytical methods and tools to evaluate information gathered.
- Selects appropriate choice after careful review of applicable information.
- Takes initiative and is self-motivated.

Supervision/Management/Coaching:

Improving the performance of others and creating a positive work environment; helps others build self-confidence and motivation; evaluating performance and providing opportunities for growth of employees' knowledge and skill levels; ability to achieve organizational goals through others by directing, guiding, encouraging and giving staff room to act; recognizing contributions and success.

Examples of Behaviors That Indicate Acceptable Performance

- Defines and communicates standards of performance and expectations to those under his or her supervision.
- Helps solve conflicts and corrects inappropriate performance promptly.
- Gives praise and credit where due and is positive and enthusiastic.
- Consistently and equitably applies standards and expectations to all employees.
- Generally "practices what he or she preaches."
- Provides challenging assignments and opportunities for development.
- Understands how individual motivations differ.

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- Establishes and achieves group objectives through others.
- Provides constructive feedback to employees.
- Is available and supportive of group/staff members' efforts by providing resources, input and feedback.

Continuous Improvement/Innovation:

Orientation toward new or unexplored work methods, materials or equipment; looks for ways to improve and promote quality service; displays original thinking and creativity; meets challenges with resourcefulness; generates suggestions for improving work; develops innovative approaches and ideas; presents ideas and information in a manner that gets others' attention.

Examples of Behaviors That Indicate Acceptable Performance

- Accepts new projects outside the job description, demonstrates a willingness to learn new skills, new ways of doing thing and use of new equipment.
- Develops approaches to work and other suggestions that improve workflow and optimizes results.
- Looks for and implements better ways to use Fire Department resources.
- Keeps up-to-date with current industry standards.
- Recognizes and applies progressive industry trends.
- Evaluates possible risks and engages in judicious risk-taking.

Strategic Thinking:

Balance of short and long term goals with available financial assets; identification and evaluation of options and alternatives as a part of the planning process; change in plans and/or goals as conditions and situations require.

Examples of Behaviors That Indicate Acceptable Performance

- Sets and meets reasonable goals.
- Supports information gathering activities.
- Actively seeks to align departmental goals with organizational plans.

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- Develops and balances short and long range plans.

Fiscal/Resource Management:

The effective use of and level of control of Fire Department resources. Development, implementation and effective monitoring a budget that is driven by the vision, principles and policies of the Fire Department Council and the overall mission of the Fire Department; accurate forecast of resource needs for operations, capital improvement and programs, taking into account the overall organizational revenue and expenditure situation.

Examples of Behaviors That Indicate Acceptable Performance

- Tracks expenditures, forecasts projections and maintains an on-target budget.
- Controls operating costs by effectively allocating staff and fiscal resources.
- Recognizes organizational constraints and develops realistic budget and projections.
- Involves staff in budget matters such that staff member can make informed decisions about operations and activities and the use of Fire Department resources.

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Employee Evaluation Summary Form

Competency	Unacceptable Performance	Marginal Performance	Acceptable Performance	Commendable Performance	Exceptional Performance
Customer/Citizen Service					
Adaptability/Flexibility					
Work Habits					
Communication					
Project Management **					
Decision Making/Judgment **					
Supervision/Management **					

Continuous Improvement **					
Strategic Thinking **					
Fiscal/Resource Management **					
Average of Part II (Job Specific Responsibilities)					
Overall Rating					
Developmental Activity Assessment					

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Part II “Job Specific Responsibilities” Form

Job #	Job Specific Responsibility	Unacceptable Performance	Marginal Performance	Acceptable Performance	Commendable Performance	Exceptional Performance
1						
2						
3						
4						
5						
6						
7						
8						
9						
	Overall Rating					

WORK RULES AND REGULATIONS

Scope

The integrity and reputation of our department depends on the character and discipline of each employee. Any of the following examples of misconduct shall be considered serious and will be subject to review in accordance with the labor agreement and possible progressive discipline up to and including termination.

- a.** Engaging in activity that is detrimental to the Department.
- b.** Engaging in a conflict of interest to the Department or using their position with the Department for personal gain or influence.
- c.** Fighting
- d.** Abusing their sick leave.
- e.** Stealing.
- f.** Using alcoholic beverages, debilitating drugs including prescription drugs, or any substance which could impair their physical or mental capacities while on duty.
- g.** Engaging in any sexual activity while on duty or any illegal sexual activity, on or off duty.

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Certifications

Scope

It is the personal responsibility of each employee to maintain and renew his or her respective level of EMS Certification and Firefighter Certification that is required at his or her rank. Assistant Chiefs and higher ranks are not required to maintain EMS Certification.

The Department will continue to provide in-house training sufficient to maintain all certifications. However, it remains your individual responsibility to make sure you attend the training and that you meet all certification renewal deadlines. The Department assumes no responsibility for failure by the employee to maintain and/or renew their certification. Further, the Department will not pay any costs associated with renewing any certification once the employee has allowed it to expire. Therefore, you should be aware at all times of your continuing education requirements, accumulated hours, certification expiration dates, and renewal deadlines.

You should receive an EMS Certification Renewal Form from the Ohio Division of EMS approximately three months prior to your expiration date. Loss of certification may, result in the loss of the paramedic bonus, and/or termination if the certification cannot be recovered.

If you have questions regarding requirements for maintaining your certification, please contact the Lead Medic for your shift or the Operations Division Chief. However, do not wait until the last minute and do not expect the Lead Medic to do the work for you.

Paramedic staffing (revised 10/17/2006)

“All Fire Department personnel hired on or after September 1, 1989, shall be hired as firefighter/paramedics and such personnel shall be required to obtain and maintain certification as an Emergency Medical Technician-Paramedic, in addition to the requirements mandated to become a qualified firefighter” (Ord. 05-157)

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Staffing requirements shall be monitored to ensure that the number of paramedics assigned to each shift is adequate for effective response. Total paramedic staffing shall be maintained in a range from 21 to 27 personnel or as approved by the Fire Chief. The EMS Director shall make recommendations to the Fire Chief for increasing or reducing paramedic staffing. He/she shall monitor and maintain a list of active paramedics at all times to be used for justification of paramedic bonus compensation

Work schedules

Individual work schedules may be found in the labor agreements.

Employees to Remain At Work until Properly Relieved

SFD employees shall work the full time assigned and shall not leave work until they are properly relieved, except in the following cases:

- a.** An employee assigned to duties not normally requiring continuity of assignment into the next shift shall remain at work until the end of the shift.

- b.** An employee is instructed to leave work by a supervisor

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Absent Without Leave (Revised 3/7/2006)

Employees are absent without leave (AWOL) when they fail to report for work on time or abandon work or assignment without proper authorization. The Shift Commander shall conduct a full investigation and notify the Fire Chief so he/she can take the appropriate action. Any docking of hours will follow the appropriate progressive discipline depending on the severity of the violation.

Timekeeping Responsibility

It shall be the responsibility of Shift Commanders to maintain accurate and current records of employees under their command. Commanders or supervisors who wish to deviate from **normal** (non-emergency) scheduling shall make proper notifications to the Fire Chief or his/her designee.

Work uniform (4/14/2005)

“The Uniform represents an undiversified appearance of a surface, pattern and color.”

Scope

Webster’s definition is provided to assist all duty personnel in understanding what is meant by presenting a “uniform appearance” when representing the Sandusky Fire Department in all official duties. Professionalism in performing one’s job duties begins with the presentation of a professional and uniform image. Therefore, to accomplish the objective of a uniform appearance within the ranks of the Department, as well as to promote a professional image of which we and members of the public, our customers, can be proud.

Company Officers and Firefighters (revised 3/22/2007)

All on-duty personnel shall wear their uniform shirts and duty pants with badge, black belt, black or navy socks, and shined black tied shoes, shined zippered/tied boots or safety toe station boots. This uniform shall be worn in the stations, on emergency responses, and while on inspections, company surveys, pre-planning activities, during station tours, fire safety education activities, meetings and while out in the general public. Company Officers will assure that all members are appropriately dressed for the specific activity. Only the Fire Chief can approve alternative clothing for special details or light duty.

- a.** After 1500, on-duty personnel **may** wear an approved T-shirt and/or **embroidered** sweatshirt or job shirt. The embroidered sweatshirt/job shirt may be worn over the approved T-shirt⁵ or the uniform shirt. The Shift commander may extend this time at their discretion.
- b.** From **May 30th to September 30th** the official uniform shirt for all employees holding the rank of firefighter will be the approved T-shirt. The official uniform for Officers and W.O.C will comply with **2.5.2** and the 1500 hr. rule. The will help eliminate confusion for our customers as to who is “in charge”. **(revised 3/22/2007)**
- c.** The official uniform for Officers and W.O.C will comply with **2.5.2** and the 1500 hr. rule. The will help eliminate confusion for our customers as to who is “in charge”.
- c.** **Prior to going off-duty** at 0700 ⁶(during shift change), on-duty personnel shall have the choice of wearing the uniform shirt with badge, or the approved Department T-shirt and/or embroidered sweatshirt/job shirt, along with duty pants, black belt, black or navy socks, and shined black tied shoes or zippered/tied boots. Personnel may not wear shorts, sweatpants or tennis shoes (even if Department-approved as listed in #2 above or in “Exercise Clothing and Station Sleepwear” as listed below) or civilian clothing. The only exception to this shall be for personnel who are working out in the morning prior to going off duty at 0700. Those personnel working out in the morning may wear the approved exercise clothing; however, personnel shall adhere to the provisions of the section Working Out and Station Sleepwear as noted below with regards to emergency responses. (Revised 4/3/2006).

⁶ Personnel may change into civilian clothes after they are properly relieved from duty

Personnel may doff the uniform shirt between the hours of 0700-1500 for these reasons only:

- a.* Any training evolutions requiring the wearing of turnout gear
- b.* Testing pumps and/or hose
- c.* Cleaning, hanging, rolling and reloading hose
- d.* Spring housecleaning
- e.* Any other task/activity the shift commander believes would damage the uniform shirt
- f.* This includes discretionary decisions made by the shift commander with regards to extreme daily heat and cold indices
- g.* After completing these tasks and/or training evolutions, firefighters shall clean up and redon the uniform shirt if it is before 1500. For clarification, morning truck check and routine housework are not considered tasks that require the doffing of the uniform shirt. It is expected that firefighters will take care in performing these activities so as not to damage the uniform shirt.
- h.* On second and third alarms, uniforms will not be required

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Assistant Chief, Battalion Chief and Fire Prevention Uniform

The uniform for the Battalion Chiefs and Fire Prevention Officer(s) should be the approved white shirt, dark blue knit pants, shined black tied shoes or tied/zippered boots, *black or navy socks, black belt, badge, collar brass and dress hat (white dress hat for Assistant and Battalion Chief's)*

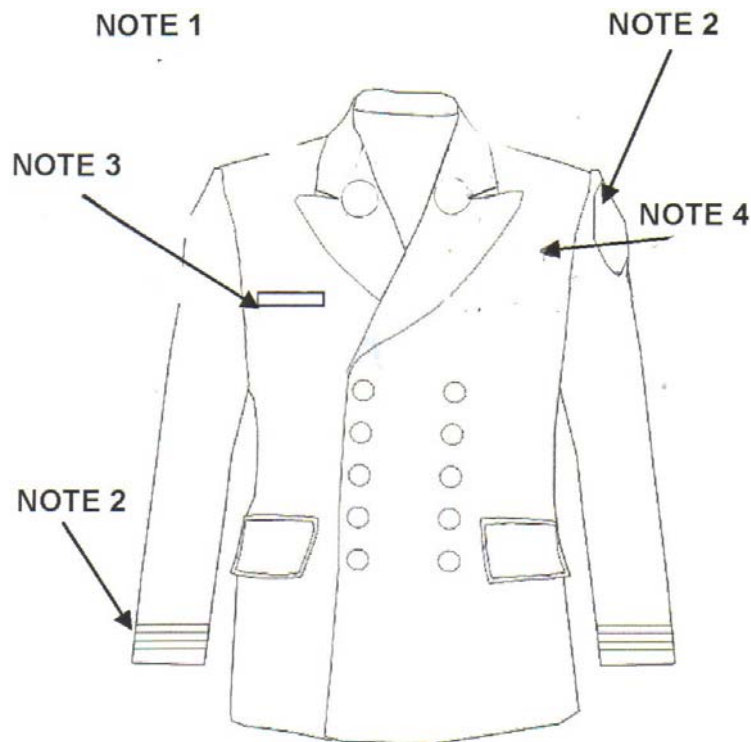
After 1700 Battalion Chiefs may wear the approved T-shirt and/or approved embroidered sweatshirt or job shirt. *In addition, Battalion Chiefs should wear the blue duty shirt, and pants when responding as an engine company officer.* (This is to avoid having any personnel expected to make interior fire attacks wearing the 100% polyester knit pants under turnout gear.)

Dress uniform (June 12, 2007)

Dress uniforms and ties (ties shall be removed prior to responding to any emergency) shall be kept up to date and be worn as necessary for special details.

Notes:

1. All personnel shall wear a round lapel insignia. Gold insignia will be worn by officers and silver insignias by firefighters.
2. All department personnel shall display the department patch on the left sleeve. The patch will be centered on the shoulder one inch below the seam. All department personnel shall wear sleeve braids.



Class "A" Dress Coat

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- Silver braids shall be worn by all firefighters and gold braids shall be worn by officers according to their rank:
- Firefighter-1 silver braid
 - Lieutenant- 1 gold braid
 - Captain – 2 gold braids
 - Battalion Chief- 2 1/2 gold braids
 - Assistant Chief- 3 gold braids
 - Chief – 5 gold braids
3. Citations shall be worn on the right breast. Placement will be centered between the arm seam and the lapel, no higher than three inches above the top button.
 4. The department badge shall be worn on the left breast. Placement will be centered between the arm seam and the lapel.
 5. A service star shall be worn on the sleeve for every five years of completed service, silver for firefighters and gold for officers.

Approved Uniform Items: Purchase and Maintenance

The provisions of this rule apply to all Fire Department employees. In the event of conflict between these rules and the collective bargaining agreement, the terms and conditions of the contract shall apply.

All City-supplied uniforms and equipment, including but not limited to turnout gear, helmets, gloves and boots, shall remain the property of the City and shall be returned as requested upon retirement, resignation or termination of employment.

- a.** Personnel are responsible for maintaining and cleaning all City-provided uniforms, badges, gear and equipment. In addition, personnel are responsible for cleaning and maintaining their duty uniforms in presentable condition, and are provided a maintenance allowance for doing so. Personnel shall not report for duty in stained, dirty, damaged or **faded** uniforms. Keeping in mind that “faded” is a relative term, a swatch of material that is washed out to the

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maximum acceptable degree will be kept in the Shift Commanders office for comparison to questionable uniforms.

Other Approved Firefighting Gear

Personnel may purchase (with their quartermaster funds), leather firefighting boots and traditional style fire helmets (leather or composite) that meet current NFPA standards and as previously approved by the Fire Chief. All cost differences between these items and regularly purchased Department items shall be paid for by the employee from his/her quartermaster account.

Helmets, uniforms and emergency gear will have no markings or stickers other than those provided at the time issue or otherwise authorized by the Fire Chief

Exercise Clothing and Station Sleepwear

Minimum clothing required for Exercising and sleeping is an approved T-shirt and running shorts with SFD silk-screened logo. The back of the T-shirt shall be the solid, silk-screened, block letters **"SFD"**

Personnel may also wear the approved sweatpants with the SFD silk-screened logo.

It is understood that personnel may be called to respond on emergency incidents while they are in the middle of an exercise; however, sweatpants, running shorts and tennis shoes are not approved Department uniforms acceptable for emergency response. Therefore, prior to responding on fire or EMS calls, personnel shall do one of the following:

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- a. Don bunker pants and boots over shorts or sweatpants
- b. Remove shorts or sweatpants and don duty pants and black duty boots/shoes

Personal Appearance Policy

All employees shall present a professional image to the community. Consistent with this policy, all employees must be appropriately attired and well groomed.

Hair, Sideburns, Mustaches and Beards

Hair - Uniformed Personnel:

Sworn personnel shall maintain their hair in a neat, clean, well-groomed and properly trimmed manner at all times. Hair shall not interfere with the proper wearing of the uniform hat, helmet, and emergency equipment and or with the performance of their duties.

Hair may be worn in conformance with existing contemporary business standard provided that it shall be neatly trimmed and groomed. Shoulder or shorter length hair may be worn down. Hair may not cover the front of the face below the eyebrows, and if worn down, must not cover or otherwise obscure the face. Long hair must be worn off the collar and properly secured (see Jewelry).

Sideburns shall not extend beyond a point even with the bottom of the ear lobe. They shall be neat and trimmed and extend in a clean-shaven horizontal line. Mustaches shall be neatly trimmed and shall not extend below the corners of the mouth.

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- a. Beards, goatees, etc. are not permitted for personnel whose assignment requires them to wear a SCBA face piece.

Jewelry and Cosmetics

Jewelry shall not be affixed to the uniform or personal equipment of any personnel. Any jewelry that represents a safety hazard or interferes with the performance of one's job is not allowed.

One watch, two rings per hand and medical alert bracelets are allowed. If worn, neck jewelry shall not be visible on uniformed personnel. While in uniform, officers/firefighters shall not wear earrings. When in uniform, any other ornamentation, including but not limited to, hair devices (i.e. pins, combs, barrettes and bands) shall be navy blue, brown, black, gold, or silver colored. No bows, beaded decorations, or other decorative items may be worn. When worn, cosmetics shall be used in moderation.

Eyewear

Mirrored or iridescent eyeglasses, including sunglasses, are not allowed for uniformed or plainclothes personnel. Eyeglass frames, cords and chains must be navy blue, black, brown, silver or gold.

Personal Protective Clothing/Equipment (Monday, October 20, 2008)

Purpose

To establish a universal guideline for the use of personal protective clothing/equipment to reduce the risk of exposure to products of combustion, super-heated gases, toxic or hazardous environments and airborne/bloodborne pathogens.

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Scope

This guideline shall apply to all fire department personnel. It shall be the responsibility of each member to review and follow this guideline.

General

It is the responsibility of each member of the Sandusky Fire Department to support the health and safety mission of the department by promoting the use of personal protective clothing/equipment appropriate for the risk anticipated. These personal protective measures shall include, but not be limited to, seatbelts, reflective vests, gloves, glasses, goggles, helmets, bunker coats/pants, self-contained breathing apparatus (scba) and water rescue equipment.

Traffic Safety

Fire Department personnel working on or adjacent to the roadway shall wear approved reflective garments (safety vests or bunker coat). Emergency vehicles shall display warning lights and be positioned to shield emergency personnel from traffic whenever possible. Traffic cones and/or road flares may be deployed as an added safety measure.

Body Substance Isolation

Body substance isolation (BSI) shall be worn by all personnel appropriate to the risk or potential risk encountered. These isolation measures shall include, but not limited to, glasses, gloves, gowns, shields or gauntlets. Minimum levels of BSI shall be safety glasses and exam gloves. Additional measures shall be donned appropriate to the risk as directed by the lead medic, safety officer or on-scene commander.

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Self-Contained Breathing Apparatus

All fire department personnel expected to use a SCBA shall be annually fit-tested for respiratory protection. It is the responsibility of each firefighter to check their scba before and after each use in accordance to acceptable standards and practice. Personnel are to immediately report defects or deficiencies to their immediate supervisor. The supervisor shall remove the affected equipment from service and notify the shift/departement scba technician.

Self-Contained Breathing Apparatus shall be worn by all personnel operating in a IDLH (*immediately dangerous to life and health*) atmosphere. This includes all personnel operating in an active fire area, directly above an active fire area, potentially explosive area, gas leaks and fuel spills and where contaminants are present or could potentially be present.

The decision to remove the SCBA may be made by company officers, with the approval of division/group commanders or safety officer, based on the evaluation of atmospheric conditions. The incident commander is ultimately responsible for the health and safety of personnel operating in a hazardous environment. Proper monitoring and ventilation of the hazardous area shall be conducted prior to removing SCBA.

Cleaning and Storage of Personal Protective Clothing

In an effort to reduce the risk of exposure to personnel, all protective clothing should be cleaned as soon as practical. Turnout gear and squad coats shall be stored or staged in a designated area (apparatus, apparatus bay, turnout gear area, room or locker). Protective clothing shall not be worn or staged in living areas of the station. Turnout gear shall not be worn on ambulance calls unless personnel are responding directly from a fire scene. The approved jumpsuits may be worn on ambulance calls when responding at night from sleeping quarters.

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Vehicle Operation

Scope

Personnel will, under normal conditions, operate fire vehicles in the same manner as required for the public in addition to the mandatory use of seat belts for all passengers. Violations of motor vehicle laws, or the result of careless, or abusive use of fire vehicular equipment, may result in disciplinary action. Emergency driving shall be in accordance with the Operating Procedure "Emergency Driving"

Vehicle Check

Vehicles shall not be driven when they are in unsafe mechanical condition. Officers shall inspect their assigned vehicle at the beginning of each tour of duty and immediately report any damage or mechanical failure to their supervisor.

Shut off Vehicles

Vehicles are to be kept running in below freezing temperatures only. The new diesels are not required to sit and idle, to the contrary it will damage the engines. The Plymovent exhaust system shall be connected at all time while vehicles and equipment are running indoors.

Fueling vehicles

Vehicles shall be fueled every Wednesday (rates have been lower) regardless of what the gauge registers (we have had gauges go bad). In emergency situations and when vehicle fuel gauges are showing $\frac{3}{4}$ of a tank they shall require more frequent fueling.

Trucks in Districts

Emergency apparatus are allowed to briefly stop at food stores or restaurants **in their respective districts** so the firefighters may pick up food for lunch or dinner. Emergency apparatus shall not stop at the post office, banks, or any other businesses (in or out of their districts) to conduct personal business while on duty.

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City Limits

Emergency apparatus shall not leave the City limits unless on official department business. The staff vehicles should be used to run errands or pick up supplies whenever possible especially for out of town.

The use of your personal vehicle during working hours is prohibited unless approved by the Fire Chief or his/her designee. If a staff vehicle is not available and you are approved to use a personal vehicle, a mileage reimbursed form shall be filled out.*Loss of Drivers License*

Effective immediately, personnel charged with an offense that could result in the suspension or termination of their driver's license will not be permitted to operate a City-owned motor vehicle. Furthermore, these employees will not be authorized to use their own vehicle for City business.

Additionally, no personnel shall, in their employment capacity with the Sandusky Fire Department prepare correspondence to any court recommending the reinstatement of driving privileges. This prohibition shall apply to any incident in which work-driving privileges are being requested. Such requests shall be directed to the City Manager or his/her designee.

Employees who have been charged with an offense that results in the loss of their license must notify their supervisor. Once their case is concluded, they should notify their supervisor of the outcome. The Fire Chief will then make a determination regarding driving privileges.

All personnel should be aware that loss of their Drivers License could affect their job status with the Sandusky Fire Department.

Emergency vehicle procedures

Make sure personnel that are assigned to the vehicle are on before the vehicle moves. Use visual or verbal communication to confirm.

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Use seat belts whenever possible. Also make sure that patients and any family member that rides the squad have their seat belts on. Avoid standing in vehicles. If it is necessary to be unrestrained, the officer in charge shall take steps to ensure that the vehicle is operated in a manner that maximizes safety to the unrestrained passenger.

When responding to an emergency, emergency lights and sirens (Code 3 driving) will be used at all times. This applies from the point when leaving the station until arriving on the scene. When appropriate, units may shut down siren 1-3 blocks from the scene to reduce/eliminate spectators, but they must obey all traffic laws.

Activate headlights when vehicle is in operation. This applies to day and night driving. It is recommended that once at the scene, no high beams are to be used on the headlights and headlights may be cut off at night when stopped at a scene facing oncoming traffic.

Stopping at Red lights

When driving, stop at intersections that display a red light or a stop sign, this includes driving "Code 3". Advance through the intersection only if all traffic has yielded and/or all lanes of traffic are accounted for.

When driving "Code 3 " and coming up to a school bus displaying red flashing lights, the emergency vehicle is to stop and wait until the driver of the bus waves the emergency vehicle on. The bus driver has better accountability of where the children are.

Railroad Tracks

When driving "Code 3", stop at railroad crossings that display warning signals and do not cross unless confirmed by driver and officer that there is no train approaching and it's safe to cross.

Speed Limit

Driving speed to an emergency shall be no faster than 10 MPH over the posted speed limit. Driver must have due regard for the safety of others on the road and in the emergency vehicle. Speed to be adjusted for inclement weather.

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When driving "Code 3" and traffic is backed up in your lane(s) of travel, and you have to go left of center, proceed with caution with speed not to exceed 20 MPH. Also be cautious of vehicles turning into your path while driving left of center.

Traffic Safety (Monday, October 20, 2008)*Purpose*

The purpose of this guideline is to provide a safe work environment for fire department personnel while working in or near moving traffic.

Scope

This guideline shall apply to all fire department personnel. It shall be the responsibility of each member to review and follow this guideline. This guideline does not diminish the responsibility of each member to work safely within standard operating guidelines at all times.

*I. Background***A. Vehicles / Apparatus.**

The most critical initial action that can be taken to maximize on-scene safety is the proper positioning of the emergency vehicles / apparatus into a "BLOCKING" position. A "BLOCKING" position places a large vehicle at an angle to the approaching traffic diagonally across one or more lanes.

B. Cones.

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The function of traffic cones is to “WARN” approaching traffic of a change in the normal traffic pattern. The traffic cone also aids in the “Channeling” of traffic away from the responders.

C. Vests.

NFPA 1500 and the USDOT states that workers shall wear bright, highly visible clothing when working in or near moving traffic. This guideline includes fire/rescue personnel, EMS crews and law enforcement officers. In lieu of a “Safety Vest” you may wear full structural turn-out gear as long as the reflective material is in good working condition.

II. Traffic Safety Guideline

The On-Scene Commander according to the ICS will assume the initial responsibility of Scene Safety.

It shall be the policy of the Sandusky Fire Department to position department vehicles / apparatus on any road, street, highway or any other situation in a “BLOCKING” manner that best protects the incident scene and work area. Such positioning shall afford protection to Fire Department Personnel, Police Officers, any Victims or Patients, Tow Truck Operators and any other Person that may be involved in the operation.

It shall be the policy of the Sandusky Fire Department to use USDOT / MUTCD approved traffic cones to improve on-scene safety by the proper placement of these cones. The traffic cones shall be placed upstream (the direction from which the traffic is approaching the scene) of the incident in a fashion that will “WARN” approaching motorists of a change in traffic condition and “CHANNEL” them away from or safely past the incident.

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It shall be the policy of the Sandusky Fire Department to require members operating in or near traffic to wear approved brightly colored and/or reflective garments. Traffic safety vests and/or full turn-out gear as long as the reflective material is in good working condition will suffice. .

If the On-Scene Commander feels that the road or highway condition is not safe to operate on he/she will then order the road or highway closed. This action must be coordinated with the Sandusky Police Department and/or any other Police Agency involved.

It must be remembered that flashing lights, flares, traffic cones and wearing brightly colored garments will only warn the fully alert and responsible motorist. Traffic cones and flares only suggest what you want the approaching motorist to do. These measures will not stop the inattentive or impaired driver from driving right into the scene. The only thing that will stop an approaching vehicle and keep the scene safe is a properly placed "BLOCKING" apparatus.

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Operational procedures

Accountability (Tuesday, June 02, 2009)

Purpose

The purpose of this guideline is to establish a procedure to efficiently account for personnel at the scene of an emergency incident.

The Passport Personnel Accountability System gives the Incident Commander a fast and efficient means to account for all fire/rescue personnel.

Personal Accountability Tag (Passport)

Every member of the Sandusky Fire Department will be issued three individual

passports. One passport will be coded yellow for outside assignments, one will be coded red for inside assignments and one will be coded gray for the assigned vehicle.

a. A Passport shall consist of two laminated pieces of plastic, approximately 2" x 4" with the firefighter's information inscribed. Optional medical information may be placed inside the red & yellow tag. Upon response, the gray passport shall be handed to the officer (or WOC) of the vehicle on which the member is responding. The red & yellow passport shall remain with the individual.

b. Personnel not on duty, but called in for multiple alarm incidents, shall report to the Incident Commander or, if established, a Staging/Accountability Officer. The

Incident Commander should identify, when possible, the staging location through the paging system.

c. At the conclusion of the incident, the individual passport shall be removed and returned to the individual.

Firefighter Name 9

Sandusky Fire Department

Firefighter / EMT Status

Photo

Firefighter Name 9

Sandusky Fire Dept.

Firefighter Rank / EMT Status

Photo

Name 9

Sandusky Fire Department

Firefighter / EMT Status

Truck

Photo

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Status Sheets & Vehicle Identification Rings

Status sheets and vehicle identification rings shall be used to maintain accountability for personnel assigned to vehicles during the shift period.

- a.** Each emergency vehicle shall have a vehicle identification ring in the cab. This may be used by the operator for initial accountability or by officers designated to help in division/sector accountability.
- b.** Vehicle identifying rings shall be attached to the dashboards of emergency vehicles to provide for ease of collection of Personal Accountability Tags (PAT). The gray PAT will be handed to the officer upon response and shall be clipped to the respective vehicle ring.

Accountability Kits

- a.** Accountability kits shall be stored in the command vehicle.
- b.** These kits shall include the command board, accountability board, markers and spare tags.

Level I Accountability

- a.** Level 1 accountability consists of the placement of a gray PAT on the vehicle identification ring on the dash of all emergency vehicles. A computer generated shift status sheet shall be maintained by the Shift Commander in the command vehicle. This Level of accountability will be all that is needed in 90% of our incidents.
- b.** Any personnel arriving via private auto or other means to an incident and not previously accounted, shall report to the Incident Commander or the designated staging/accountability officer.

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Level II Accountability

- a.** Upon arrival and assignment, the officer (or WOC) shall collect the appropriate PAT (red or yellow) from personnel. These PAT's shall be given to the incident commander or accountability officer of the incident. In some rare occasions, when personnel are assigned remote from command, truck tags may be collected by a runner or aid.
- b.** Emergency personnel departing the incident scene shall notify command or the accountability officer. Attempts to retrieve PAT's should be made when practical.

Level III Accountability

- a.** When the incident commander determines that the incident requires more stringent accountability, he/she will implement point of entry accountability.
- b.** To implement point of entry control, the designated officer(s) will monitor all points of entry into the structure, confined space, or areas involved. These individuals will be referred to as the Entry Control Officer.
- c.** The Entry Control Officer does not enter a hazard zone. He/she is responsible for collecting the PAT's and managing the point of entry accountability.
- d.** The Entry Control Officer shall ensure that each member's PAT is collected. The level of air supply (P.S.I), time of entry and assignment shall be recorded.
- e.** The Entry Control Officer shall ensure that members are relieved as appropriate. As members exit a control point, the time of exit and air supply shall be recorded and the appropriate PAT shall be returned to them. If members exit at a point removed from the designated point of entry, they shall notify the Entry Control Officer as soon as possible. The Entry Control Officer shall immediately notify command for unaccounted personnel. The Rapid Intervention Team (R.I.T.) shall be deployed at that time.

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"Par"

If a request for a "par" is made, officers shall confirm that their crews are intact and accounted for and report it to their superior within the incident command system. Certain tactical events may require a personnel accountability report (PAR):

- a.** A change from offensive to defensive operations.
- b.** Any sudden, hazardous event at the scene (flashover, partial collapse, etc.)
- c.** Evacuation of buildings/incident (see *"Emergency Evacuation SOG"*)
- d.** At 20 minute elapsed time intervals

Report of a Missing Firefighter.

Any firefighter suspected to be missing must be assumed lost and immediately reported to command. Simultaneously with a "PAR" call, command will initiate the R.I.T. for search and rescue, starting at the last reported location of the missing firefighter.

Deactivate Accountability

Company Officers shall ensure that all personnel assigned to their unit are accounted for before leaving the incident scene. The officer shall retrieve all tags when practical.

Summary of Accountability Responsibilities**Firefighter**

- a.** Ensure that you are listed on the daily status sheet
- b.** Maintain your tags and replace as necessary
- c.** Stay with your designated crew unless otherwise assigned by command

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Pump Operator

- a.** Operator of first unit arriving of an incident or point of entry becomes initial accountability officer.
- b.** Collect PAT's from crews and apparatus assigned to his/her side of incident.
- c.** Manage accountability until relieved by sector officer or accountability officer.

Company Officer

- a.** Ensure that PAT's and vehicle rings are accurate.
- b.** Maintain crew integrity at all times
- c.** Provide appropriate PAT's for your assignment.
- d.** Provide appropriate PAT's at point of entry and retrieve after exit.

Group Officer

- a.** Account for all crews in assigned sector.
- b.** Maintain awareness of crew locations.
- c.** Maintain accurate status of crews in the hazard zone.

Accountability Officer or Other Member Designated By Command

- a.** Coordinate with sector officer to manage all accountability for that sector.
- b.** Collect all passports or respective information from operators or sector officer.
- c.** Maintain close coordination with other accountability officers.

Command

Assume or delegate accountability as necessary

- a.** Initiate "PAR" per SOG
- b.** Track location of all crews.
- c.** Advise arriving units of staging and accountability as necessary

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SANDUSKY FIRE DEPARTMENT AWARDS CRITERIA SPECIFICATIONS:



Fire Chief's Cross (Medal & Citation Bar)

Extraordinary heroism in action involving either fire ground operations or emergency medical services.



Star of Life (Plaque & Citation Bar)

Gallantry in action involving emergency medical services or other related services while serving with the city of Sandusky or other local agencies.



Fd Distinguished Service (Jim Wichman Trophy, Plaque & Citation Bar)

Exceptionally meritorious service to the citizens of Sandusky and the Sandusky Fire Department while assigned to an activity in a position of great responsibility.



Public Service Commendation Award (Plaque & Citation Bar)

Exceptionally meritorious conduct in the performance of outstanding service to the citizens of Sandusky or other local agencies.



Officer Of The Year Award (Citation Bar)

Presented to any Fire Department Officer or Firefighter that exemplifies the mission of the Sandusky Fire Department. The recipient is chosen by his/her peers because of unselfish acts in the field, leadership, compassion and dedication. The recipient has demonstrated the ability to serve honorably in the finest tradition of the fire service.

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Firefighter Mentoring Award (Plaque & Citation Bar)

Presented to any Fire Department Firefighter who is chosen by his/her peers for being a mentor to other firefighters and exhibiting leadership at the firefighter rank.



Ems Urgent Care Award (Plaque & Citation Bar)

This award is given to an Emergency Medical Technician. The recipient is chosen by his/her peers for exhibiting compassion, professionalism, and dedication to the emergency medical service. Presented to any Fire Department EMT

Fd Commendation Award (Plaque certificate)

Heroic and/or outstanding meritorious or exceptional effort on behalf of the community, including but not limited to the City of Sandusky.

Fd Achievement Award (Plaque certificate)

Outstanding meritorious effort on behalf of the community, including but not limited to the City of Sandusky.

FD Good Conduct Award (Plaque certificate)

Exemplary conduct, efficiency and fidelity during three (3) years of active service with the Sandusky Fire Department and the City of Sandusky.

Service Readiness Award (Certificate)

Awarded for qualifying service in a mission ready status for either fire operations or emergency medical services. (Fitness for duty falls under this category)

Honorable Service Award (Certificate)

Awarded for outstanding and sustained service to the civilian community.

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Meritorious Service (Certificate)

Awarded to any member of the City of Sandusky Fire Department for exceptionally meritorious achievement or meritorious service.

Chief's Unit Citation (Certificate)

Awarded to any organizational component within the Fire Department recognizing outstanding heroism or extremely meritorious service. The award is inclusive of all personnel assigned to that unit at the time of the award presentation.

Meritorious Unit Citation (Certificate)

Awarded to any organizational component within the Fire Department recognizing the accomplishment of a special assignment, project or mission of the Department in a meritorious manner. The award is inclusive of all personnel assigned to that unit at the time of the award presentation.

Tenure (Length of Service) (pin)

Presented to Fire Department personnel in recognition of length of service at increments of (5) consecutive years. Personnel are also awarded uniform cloth service stars each representing 5 consecutive years of service. These stars shall be affixed to the sleeves of the dress uniform and duty jackets.

Backup (10/22/2002)**Scope**

Backup is to protect the interior working crews (attack, search, and other interior firefighters) by pulling and strategically placing protective lines between them and obvious or potential areas of fire spread and to ensure egress if retreat is necessary

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Responsibility of the Backup Officer

Safety of all interior crews

When available, backup crews should be equipped with thermal imaging equipment. The primary purpose for backup is the protection of the attack crew. Thermal imaging will offer a greater spectrum of detailed information such as:

- a. Thermal layer development for the detection of flashover and back draft
- b. Potential deficiencies in building integrity
- c. Provide information to Command

The backup officer may be remote from his/her crew for a period of time. Firefighters assigned to backup should maintain their position unless their officer directs them otherwise.

Position and maintain a working backup line.

Determine a suitable location for the backup line that will protect interior crews and locate a means of egress. The officer should remain in voice contact with his crew, while moving from work area to work area within the structure to ensure that interior crews are safe and their means of egress is intact

Keep command informed

Backup should monitor the interior conditions and report any changes to Command

Alternate Water Sources

If the fire is small and can be handled by one attack line and there are no unusual risks, the backup line can operate from the booster tank of the backup engine. If there is any doubt about the safety of the crews, an alternate water supply should be established for the backup line(s).

Backup should secure its own water supply when the following conditions are present:

- a. The fire is at or near flashover and Command has committed to an offensive attack
- b. There are multiple fires on multiple levels of the structure
- c. The fire has entered and is attacking the structure itself, or the structure is of balloon frame construction.
- d. The fire is in a large structure and multiple backup lines are in place.

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- e. A working fire in a commercial occupancy

Where to Enter the Building

As a rule of thumb, the backup line should follow the attack line into the structure. This decreases the possibility of opposing lines. Do not search out and extinguish fires, sole purpose is to protect interior crews.

Where to Position the Backup Line***Fire in a single story structure***

The backup crew should be 2/3 of the way between the point of entry and the attack crew.

Fire on second floor

The line should be taken upstairs into an uninvolved room, then back to the top of the stairs.

Fire on more than one floor

Should be treated as the first floor first then move up to the second floor

Fire in the basement

Line placement is at the top of the stairs with working line pulled

Fire in attic areas

Line placement is at the bottom of the attic stairs with working line pulled.

Commitment to our citizens

The Sandusky Fire Department is a public service organization dedicated to serving the citizens of Sandusky and preserving the integrity of our department and its employees. The integrity of our agency depends on the character and discipline of each employee. The complaint process is an integral part of maintaining that integrity and discipline and is a direct reflection of our continuing commitment to excellence.

Purpose

The purpose of the Citizen Complaint Process is to protect the community, protect the department and to protect our employees. The purpose is to also identify citizen concerns and correct procedural problems if they occur.

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Complaint Process

- a.** All complaints will be forwarded to the Chief of Department or the Shift Commander (after normal business hours)
- b.** The Supervisor of the affected employee will meet with the complainant and document, in writing, the nature of the complaint and attempt to resolve the concern. The citizen will complete the Citizen Complaint Form at this time.
- c.** The Supervisor will then meet with the employee and document, in writing, the employee response to the complaint.
- d.** The Supervisor will then forward all documentation to the Chief of Department for review and determination of classification.

Classification of Complaints

The Chief of Department or his/her designee following the review of all pertinent documentation will classify all complaints.

- a.** Formal Investigation – complaints of a serious breach of conduct or behavior that may result in criminal charges being filed. Personnel outside the fire department will investigate these complaints.

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- b.** Supervisory Review – complaints of minor misconduct or behavior that will be investigated within the fire department.

Complaint Findings

Sustained - Allegations supported by sufficient evidence to justify conclusion that their action(s) occurred and were violations of department policy and procedures.

Not Sustained – Insufficient evidence available to prove or dispute allegations. The allegations(s) appeared to have merit, however, there was insufficient evidence to either prove or disprove.

Exonerated – Alleged action(s) occurred but were justified, lawful and proper. Employees acted in compliance with rules, regulations and/or policy and procedures.

Unfounded – Allegations(s) are false, did not occur or not supported by the facts. The allegation(s) were without merit and did not occur.

Documentation

The Citizen Complaint Form shall be completed and forwarded to the Chief of the Fire Department. The Fire Chief shall complete the Citizen Complaint Brief and forward to Human Resources when applicable. The Fire Chief shall keep documentation of all complaints regardless of determination of finding.

Determination of Findings

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A determination of findings will be made and the complainant(s) and employee(s) shall be notified. Further actions, if warranted, shall be processed through the applicable laws, department policies and procedures. Complaints found to be "Unfounded or purposefully false" shall be forwarded to the local law enforcement authority for review and further action. Complaints found to be "Sustained" shall be forwarded to the Human Resource Department for review. Employees may appeal the determination of findings in accordance to the current labor / management agreement. Complete documentation of all "Sustained" findings will be placed in the official employee work record after completion of the appeals process. In all other findings, only the "Citizen Complaint Brief" shall be placed in the employee record.

Carbon Monoxide Response

Purpose

The purpose of this document is to establish a universal guideline for responding to Carbon Monoxide (CO) incidents.

Scope

This guideline shall apply to all members of the Sandusky Fire Department.

Response***CO Detector Sounding with No Symptoms.***

For incidents where a carbon monoxide detector is sounding and Dispatch has determined that no one in the structure is feeling ill, an engine shall respond **non-emergency**.

CO Poisonings and Detectors Sounding with Symptoms.

Upon receipt of any report of a carbon monoxide incident where the condition of the occupants of the structure are unknown or reported as ill, Dispatch shall request an engine company and ambulance for **emergency response**.

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Procedures

- Upon arrival on the scene, the Incident Commander shall confirm with the residents the presence or absence of symptoms of carbon monoxide exposure. If symptoms are present, response by EMS shall be requested if not already enroute.
- Close all windows and doors, and activate all fuel-fired appliances (turn on hot water, turn up the thermostat, etc.) and wait for ten minutes.
- Survey the building with a multi-gas meter.
- Check gas appliances for proper flue connections and draft, wood burning appliances should be checked to ensure that the damper is open.
- If the readings of carbon monoxide are **0 to 25** parts per million, evaluate the detector for the possibility of a malfunction and inform the occupants of the situation.
- Should the readings be between **26 and 99** parts per million, the company officer should recommend the occupants leave the residence until the source of carbon monoxide can be positively identified.
- Fire department personnel shall don self-contained breathing apparatus prior to entering / re-entering the structure for readings of **35** parts per million or greater.
- Readings **100** parts per million or greater are potentially lethal and occupants must leave the premises immediately. It is not safe to return until repairs are made or the source is found and corrected.
- Once the source of carbon monoxide has been identified, stop the production of carbon monoxide, if possible, and ventilate the structure using natural ventilation or an electric fan. Do not use a gasoline powered positive pressure ventilation (PPV) fan as it will introduce carbon monoxide into the structure.

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- The appropriate utility company shall be requested to respond to any location where the carbon monoxide levels have been determined to be **10** parts per million or greater.
- Personnel shall not attempt to repair appliances, furnaces, or other possible sources of carbon monoxide.

Documentation

Fire Department personnel shall complete the ***“Carbon Monoxide Investigation Notice of Findings”*** form for all Carbon Monoxide Responses.

Last Revision (8/6/2009)

SANDUSKY FIRE DEPARTMENT

CARBON MONOXIDE INVESTIGATION

NOTICE OF FINDINGS

THE SANDUSKY FIRE DEPARTMENT RESPONDED TO YOUR BUILDING AT;

_____, ON _____

CARBON MONOXIDE AT THE HIGHEST LEVEL OF _____ PPM (PART PER MILLION)
WAS DETECTED BY THE FIRE DEPARTMENT, CARBON MONOXIDE DETECTOR.

WHAT DOES THIS READING MEAN?

0 - 25 PPM - OUR INSTRUMENTS DID NOT DETECT ELEVATED LEVELS AT THIS TIME. CHECK YOUR CARBON MONOXIDE DETECTOR PER THE MANUFACTURER'S RECOMMENDATIONS. CALL THE MANUFACTURER FOR ADDITIONAL INFORMATION (NUMBER MAY BE ON BACK OF UNIT). INSTALL A REPLACEMENT DETECTOR OR SENSOR MODULE .

25 - 99 PPM - WE HAVE DETECTED POTENTIALLY DANGEROUS LEVELS OF CARBON MONOXIDE. WE ARE RECOMMENDING THAT YOU LEAVE THE PREMISES IMMEDIATELY. IT IS NOT SAFE UNTIL REPAIRS ARE MADE AND A NEW DETECTOR OR SENSOR MODULE IS INSTALLED.

100 + PPM - WE HAVE DETECTED A POTENTIALLY LETHAL LEVEL OF CARBON MONOXIDE. LEAVE THE PREMISES IMMEDIATELY ! IT IS NOT SAFE UNTIL REPAIRS ARE MADE OR THE SOURCE IS FOUND AND CORRECTED. HAVE YOUR SOURCES OF CARBON MONOXIDE EXAMINED AND REPAIRED BY A LICENSED HEATING CONTRACTOR.

CARBON MONOXIDE IS AN ODORLESS, TASTELESS, COLORLESS GAS THAT IS DEADLY. IT IS A BY-PRODUCT OF A FUEL BURNING PROCESS. IT CAN CAUSE

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SYMPTOMS THAT CANMIMIC THE FLU TO UNCONSCIOUSNESS AND EVEN DEATH. MANY APPLIANCES AROUND THE HOME ARE CAPABLE OF PRODUCING CARBON MONOXIDE WHEN A FAULT OR UNUSUAL CONDITION EXISTS. SINCE THE SOURCE MAY BE TRANSIENT IN NATURE, THE SOURCE MAY NOT ALWAYS BE READILY DETECTABLE. CARBON MONOXIDE AFFECTS INDIVIDUALS DIFFERENTLY DEPENDING ON THE SIZE AND MEDICAL HISTORY OF THE PERSON. THEREFORE, FAMILIES WITH CHILDREN OR PERSONS WITH MEDICAL CONDCTIONS SHOULD TAKE EXTRA PRECAUTIONS IF CARBON MONOXIDE WAS DETECTED.

VENTILATION OF THE PREMISES IS JUST A TEMPORARY SOLUTION TO THE PROBLEM AND IS NOT CONSIDERED A FIX. THE SOURCE OF CARBON MONOXIDE MUST BE FOUND AND REPAIRED.

ISSUED BY: _____ FROM SANDUSKY FIRE DEPT.

RECEIVED BY: _____ PHONE. _____

DATE _____ TIME _____ S.F.D. PHONE NR. 627-5837

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Incident

Location _____ Date/Time _____

Are any members of the household feeling ill ?

HEADACHE _____ YES _____ NO _____

NAUSEA _____ YES _____ NO _____

FATIGUE _____ YES _____ NO _____

DIZZINESS _____ YES _____ NO _____

CONFUSION _____ YES _____ NO _____

SHORTNESS OF BREATH _____ YES _____ NO _____

OTHER _____

Do they feel better when away from premises ? YES _____ NO _____

What appliances were on within the last hour ?

What appliances were used in the last 24 hours ?

CO DETECTOR READING CHECKLIST

OUTSIDE STRUCTURE _____ PPM _____

UPON ENTERING _____ PPM _____

PREMISES CO DETECTOR _____ PPM _____ N/A _____

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WATER HEATER AREA _____	PPM _____	N/A _____
STOVE/OVEN AREA _____	PPM _____	N/A _____
SPACE HEATER AREA _____	PPM _____	N/A _____
CLOTHES DRYER AREA _____	PPM _____	N/A _____
GARAGE AREA _____	PPM _____	N/A _____
FURNACE AREA _____	PPM _____	N/A _____
CHIMNEY _____	PPM _____	N/A _____

ON PREMISES CO DETECTOR INFORMATION

MAKE/MODEL _____ NO DETECTOR ON PREMISES _____

SERIAL NUMBER _____

OCCUPANTS SIGNATURE: _____

PERSON(S) CONDUCTING INVESTIGATION _____

THE INFORMATION INCLUDED IN THE ABOVE REPORT, IS NOT INTENDED TO CERTIFY THAT ALL APPLIANCES ARE PROPERLY FUNCTIONING. IT INDICATES CONDITIONS PRESENT, AT THE ABOVE DATE AND TIME. WE SUGGEST THAT A PROPERLY CERTIFIED SERVICE TECHNICIAN OR UTILITY REPRESENTATIVE BE CONTACTED FOR A THOROUGH INSPECTION OF THE PREMISE/EQUIPMENT. IT IS FURTHER SUGGESTED, THAT IF CIRCUMSTANCES DICTATE (A READING OF GREATER THAN 25 PPM) OR IF SYMPTOMS EXIT; THAT YOU SEEK MEDICAL ATTENTION.

Customer Service

Taking a Business Call

- a. Answer the phone within **two rings**:⁷

Answer as follows:

- a. "Fire Headquarters"
- b. (or #3 Fire Station or #7 Fire Station as appropriate)
- c. "Rank /Last Name"
- d. "May I help you?"
- e. DO NOT answer the phone with simply "hello"

Do not send calls directly any extension or office without gaining the following information:

- a. Ask the person's name what the reference of the call is.
- b. Forward the call to the requested party and notify the person who is calling and ask "do you want to take the call".
- c. If the answer is no, notify the caller that the person is busy and offer to send calls to voice mail or to take a message.
- d. If the requested person is out of the office offer to send calls to their voice mail or to take a message.
- e. If the call is for the Fire Chief or Assistant Chief forward the call to the Administrative Assistant and follow the same procedure.

⁷ This includes calls that are coming in on call waiting unless you are online taking an emergency or other very important message.

- f.* Any calls from media or elected officials should be directed to the highest ranking officer that is in Fire Headquarters

Emergency evacuation procedure

Purpose

To establish a universal procedure for the evacuation of emergency personnel from the action area. The action area is defined as any structure, vessel, vehicle or open space that may become extremely hazardous for continued operation.

Scope

- a.* This procedure will define the emergency evacuation signal for all personnel operating at all fire department scenes.
- b.* When it becomes necessary to evacuate the building or action area, the incident commander will perform the following actions:
 - c.* Notify the alarm center to activate the fire alert tone (1) time
 - d.* Order given (3) times, via radio, by the incident commander to evacuate the action area. Example: **EVACUATE! EVACUATE! EVACUATE!**
 - e.* Order given by incident commander to nearest apparatus to initiate (3) long air horn blasts

Upon hearing the radio tone alert / message or air horn blasts, all personnel must evacuate the action area. The Incident Commander will initiate a personal accountability report (PAR). If the PAR is incomplete, the incident commander will initiate additional evacuation cycles and activate the Rapid Intervention Team (R.I.T.) as required.

Last Revision (8/6/2009)

Fire Investigations

Purpose

To establish a universal procedure for the origin and cause investigation of all fires within the jurisdiction of the City of Sandusky.

Scope

The investigation of all fires, as outlined in the Ohio Revised Code, shall be the responsibility of the Chief of Department or his/her designee. This guideline shall apply to all members of the Sandusky Fire Department.

General

It is the responsibility of the incident commander to provide for the origin and cause determination of every fire incident causing injury or property damage. The fire chief shall be notified immediately of all fire incidents causing serious injury, death or significant property damage. The notification of minor incidents may be done on the next business day, through the submission of a fire report.

Preliminary Investigation

Following suppression efforts and before extensive overhaul, the incident commander or his/her designee shall conduct a preliminary investigation of the fire scene to determine the origin and cause of the fire. The following information shall be documented:

1. Pre-response and arrival information
2. Observations on arrival
3. Observations during suppression & overhaul efforts
4. Observations of scene conditions
5. Witness statements (including occupants)
6. Statements of firefighters

If the incident commander determines, after the preliminary investigation, that the information and/or evidence collected supports an unintentional or acts of nature cause, the incident commander will return to suppression and overhaul efforts and complete the necessary reports.

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Secondary Investigation (Monday, October 20, 2008)

If the incident commander determines, after the preliminary investigation, that information and/or evidence observed supports an intentional, suspicious or undetermined cause, the incident commander shall notify the fire investigator to conduct a secondary investigation. The fire investigator shall operate under the supervision of the incident commander. Additional fire investigation members may be called as needed. The fire investigator shall be called for the following incidents regardless of cause:

1. Any explosion or fire resulting in the injury or death of a civilian or firefighter.
2. Any explosion or fire cause by a suspected juvenile firesetting behavior
3. Any attempted act that may result in criminal charges. (arson, criminal damaging, disruption of public service).

Outside Resources

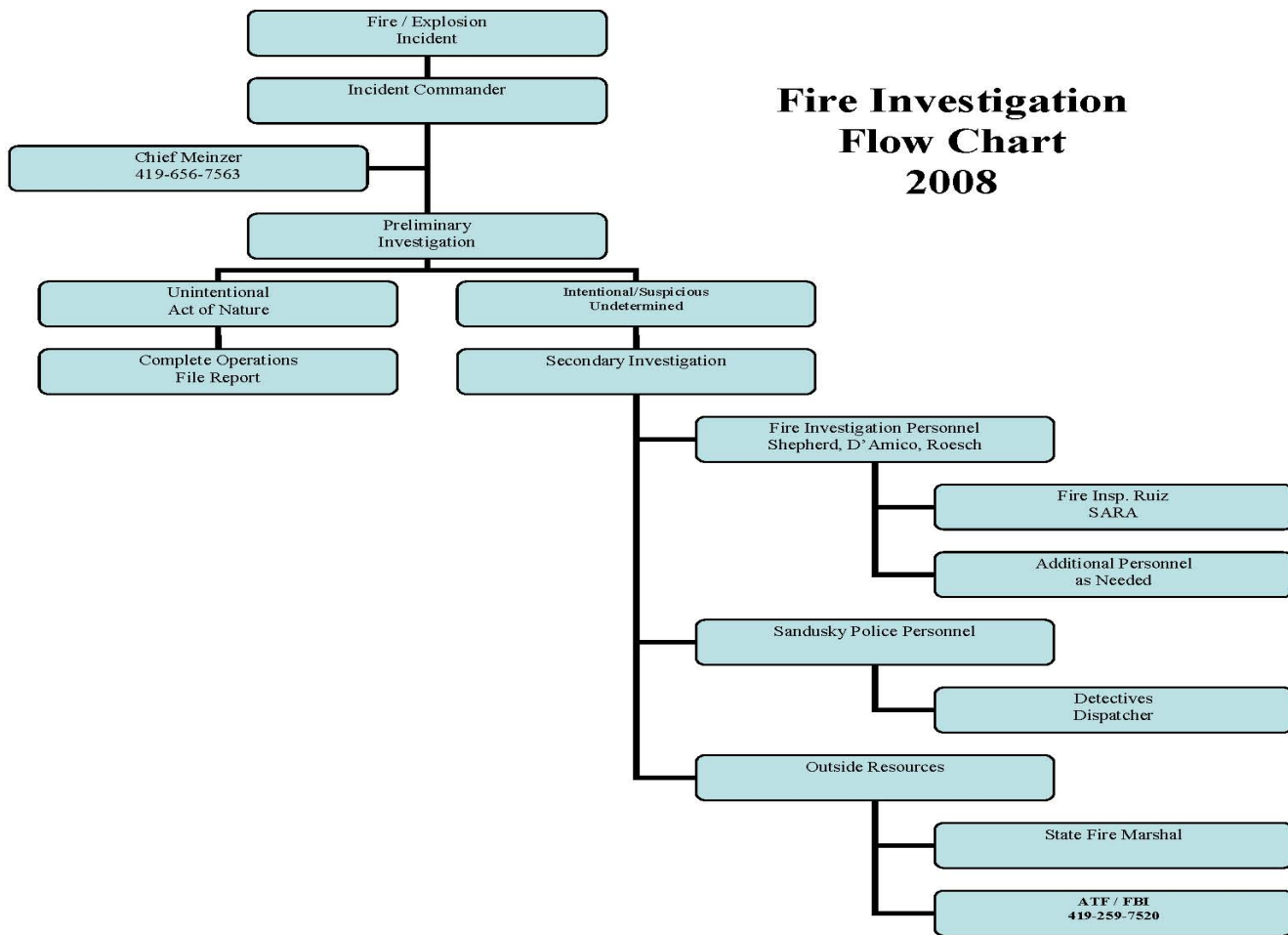
On occasion, outside resources may be necessary to assist in a fire investigation. Upon determination of a suspicious or intentional caused fire, the fire chief or his/her designee, in consultation with the shift commander and/or fire investigator, may request the services of the Department of the Treasury- Alcohol, Tobacco & Firearms (ATF), United States Coast Guard (USCG) , Ohio State Fire Marshal, Sandusky Police, Erie County Sheriff, Ohio Department of Natural Resources or any other outside agency deemed necessary for the investigation.

Scene Documentation, Evidence Collection and Interviews

Fire investigation personnel and/or law enforcement personnel shall be responsible for the documentation and collection of evidence for laboratory analysis. Acceptable methods and practices shall be utilized at all times. Complete photographic and video-graphic documentation of the scene shall be conducted. Chain of custody standards for evidence and documentation shall be maintained at all times. Formal interviews will be conducted under the supervision of the Sandusky Police Department. Release of Information

Release of Information

Incident commanders may release information for a fire incident not currently under investigation. Release of information of an active fire investigation shall be done through the office of the Fire Chief. Incident commanders may release information for a fire incident not currently under investigation.



Gear inspections

Purpose

To establish a procedure for the care and maintenance of structural fire fighting ensembles and elements which includes coats, bunkers, helmets, gloves boots, hoods etc.

Routine Inspections

The routine inspection performed by the firefighter after each use of his ensemble in an environment where it may become damaged or contaminated. During a routine inspection, firefighters examine their coats, trousers, hoods, helmets, gloves and footwear. In each case the firefighter will check for soiling (non-hazardous contamination) and contamination from hazardous materials or biological agents. If a hazardous material or biological agent is discovered, the element(s) must be decontaminated before any further inspection is completed.

A routine inspection will then check for physical damage that, of course, will vary with the ensemble element. For example, when inspecting coats and trousers for physical damage, firefighters will check for the following:

- a.** Soiling
- b.** Contamination from hazardous materials or biological agents
- c.** Physical damage such as the following:
- d.** Rips, tears, and cuts
- e.** Damaged/missing hardware and closure systems
- f.** Thermal damages such as charring [brittle residue], burn holes, and melting [flowing or dripping].
- g.** Damaged or missing reflective trim.

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Beyond soiling, contamination and physical damage, each item may also have to be routinely inspected for damage that is likely particular to that item. Thus firefighters will have to inspect the reflective trim on ensembles and hoods, the opening adjustment for hoods, the suspension and retention systems of helmets, elasticity/flexibility of gloves, and water resistance of footwear, to name a few.

Advanced Inspections

Advanced inspections are more complex than routine inspections and will be carried out by the Battalion Chief. Advanced inspections must be performed whenever a routine inspection reveals a problem, or at least every 12 months. Advanced inspections are individually performed for all layers of garment elements; hoods; helmets; gloves; and footwear and the results are documented. As an example of how much more detailed an advanced inspection is, compared to a routine inspection, the following are the advanced inspection criteria for all layers of the garment elements:

- a.** Soiling
- b.** Contamination from hazardous materials or biological agents
- c.** Physical damage to all layers, such as the following:
 - i.** Rips, tears, cuts and abrasions
 - ii.** Damaged/missing hardware
 - iii.** Thermal damage such as charring [brittle residue], burn holes, melting [flowing or dripping], or discoloration of any layer.
 - iv.** Loss of moisture barrier integrity as indicated by:
 - v.** Rips, tears, cuts, and abrasions
 - vi.** Discoloration
 - vii.** Thermal damage

- d.** Evaluation of system fit and coat/trouser overlap
- e.** Loss of seam integrity; broken or missing stitches
- f.** Material integrity: UV or chemical degradation, loss of liner material, and shifting of liner material
- g.** Wristlets: loss of elasticity, stretching, runs, cuts, burn holes
- h.** Reflective trim integrity, attachment to garment, reflectivity, damage
- i.** Label integrity, legibility
- j.** Hook and loop functionality
- k.** Liner attachment systems
- a.** Closure system functionality

Last Revision (8/6/2009)

Incident Management System (Revised November, 2001)

The Sandusky Fire Department shall use the Incident Management System at every incident to which it responds. All members shall review and understand the following procedure:

Command

We shall use the Incident Command System at every incident to which we respond. The first unit on the scene of every incident shall establish command. The Incident Commander is directly responsible for the outcome of the incident. Consequently, no other firefighting unit on the scene or responding, regardless of rank, shall give direction to or take direction from anyone other than the Incident Commander. (The exception to this would be if Command designates an Operations sector.)

Three types of command will be used, depending on the number of units responding and the number of entities represented at the command post. The three types of Command are as follows:

Informal

This type of command is used when only one unit responds to an incident. When a single unit responds to an incident, it does not formally have to announce that the officer is Command. Being the only officer on the scene, it is understood that only one officer is on the scene and that he or she is in charge.

Formal:

This type of command shall be established whenever more than one-unit responds to an incident. The first unit on the scene shall announce that he is Command along with the normal on-scene announcement. From the time that Command is formally established, no one shall do anything at the incident unless directed to by Command.

Unified

This type of command shall be used at large incidents when the incident would be best served if more than one entity shares the responsibility of command.

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As an incident expands, Command must gather the necessary resources to handle the situation. Command must ensure that a reasonable span of control is maintained throughout the incident. Normally, one officer shall not be responsible for more than five (5) subordinates at any one time. This one-to-five span of control ratio transcends all levels of the command structure at all incidents.

Command Shall Be Responsible For The Following Four Functions At Every Incident:***Operations:***

Directly mitigates the emergency or situation present. At a fire, Operations directs firefighting crews. At a haz-mat incident, Operations ensures that the steps needed to stop the release and secure the area is taken. All emergency response crews operating at an incident report to Operations.

Planning:

Responsible for looking at what has happened, what is currently happening, and what will (or can) happen in the future concerning the incident. Planning considers and records specifics concerning the incident itself and the crews operating at the incident.

Logistics:

Responsible for getting the tools and equipment necessary to handle the situation. Once specific tools and equipment are on the scene, Logistics is responsible for their maintenance and replacement when needed.

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Administration/Finance:

Handles the administrative needs of the incident such as the payroll, payments for purchased equipment, and the handling of workers' compensation claims.

Additionally, Command has the following responsibilities pertaining to staff at every incident:

Safety:

The individual responsible for the safety concerns of all on-scene personnel and civilians in close proximity to the incident.

Liaison:

The individual who must interact with the outside agencies that respond, report to, or are present at emergencies, including the police and other law enforcement agencies, the public utilities, local and other government officials, and agencies and civilians who have a vested interest in the incident.

Information Officer (or PIO):

The individual responsible for providing information concerning the incident to the news media, concerned outside agencies, displaced and/or affected civilians at the scene, and safety crews.

- a.** If Command cannot handle all of the above-mentioned functions and staff positions, he shall delegate any or all of them to other members at the scene. If Command does not delegate these responsibilities to others, then Command is responsible for them. If, due to the scope and needs of the incident, Command assigns staff sections, those members shall manage the responsibilities of that specific function, bearing in mind that Command must be informed and kept up to date with regard to developments and the actions of each specific function.

- b.** The first-arriving unit on the scene of the emergency shall establish command. If the first unit to arrive has more than one member, the officer (if one is riding the unit) shall become the Incident Commander. If the first member to arrive has only members of like rank, the most senior officer or the firefighter working out of classification shall take command of the incident. Once someone formally takes command of an incident, all other responding units shall stage at the closest intersection to the incident in the direction of their normal response until given directions by Command. The member establishing command will remain as Command until the incident has been terminated or until command has been transferred to a higher-ranking officer (usually the responding chief officer). If command is passed up the chain of command during the incident, it shall be passed down the chain upon de-escalation of the incident, ensuring that someone from the department will always be in command of every incident. Command shall make such assignments and assemble a command structure proportional to the needs of the incident and the resources available.

Incident management at technical rescue incidents

Most Technical Rescue Incidents do not require a complex command structure to run and can be handled by a rather simple IMS structure. Overall Command can be any officer and in fact should be the Shift Commander but a Technician should assume an Operations level role and manage the Technical Rescue portion of the incident.

Each discipline has a specific Command checklist that should be used and followed.

First Responders / Non-Technicians

Take Command.

- a.** Size up the situation.
- b.** Identify Hazards.
- c.** Call in appropriate resources early.
- d.** Avoid operating beyond your training level.

Operations Officer / Rescue Technician

- a.** Assume Operations position.

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- b.** Review hazards and critical factors.
- c.** Form rescue plan.
- d.** Assign sectors/groups and deploy resources.
- e.** Keep Command informed about all phases of the operation.
- f.** Communicate with sectors/groups.
- g.** Review and revise plans as needed.

Technical Group Officer / Rescue Technician

- a.** Clearly understand the action plan.
- b.** Communicate the action plan to the sector/group personnel.
- c.** Supervise task level activities.
- d.** Keep Operations Officer updated on a regular basis.

Light duty

Personnel assigned to light duty are to respond to duty for an emergency call in such as 2nd or 3rd alarm fires. If you are called in, report to the Assistant Chief and advise of duty status.

Duties for Personnel Assigned To Light Duty:

- a.** Write Reports.
- b.** Office work as assigned by the Fire Chief or his/her designee.

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- c.* Supervision of personnel in the station as assigned by the Fire Chief or his/her designee in regard to daily building cleaning and maintenance, equipment checks and cleaning
- d.* Answering business telephone calls.
- e.* Assist in classroom training lectures as assigned by Fire Chief or his/her designee.
- f.* Dispatching of vehicles upon receipt of emergency calls from the alarm center. Operating radio console and recording times and answering radio communication calls from vehicles out on emergency calls.
- g.* Performing watch duty which consists of sleeping in the bed by the watch desk and answering and dispatching calls received from the alarm center. Operating radio communications.
- h.* Working in the Inspection Bureau.
- i.* Any other light duties as, assigned by the Fire Chief or his/her designee.

Main Thoroughfares (10/30/2002)

The Sandusky Fire Department shall use the Main Thoroughfares while responding between Run Districts, to Regions within a Run District and while transporting to Hospitals.

Street		
Camp Street	Hancock Street	Tiffin Avenue
Causeway Drive	Hayes Avenue	Venice Road
Cleveland Road	Huron Avenue	Warren Street
Columbus Avenue	Milan Road	Washington Street
First Street	Monroe Street	

Last Revision (8/6/2009)

Marine Operations (June 7, 2007)

Purpose

The purpose of this document is to establish a universal guideline for the operation of fire / rescue watercraft.

Scope

The safe and efficient operation of fire/rescue watercraft is the responsibility of all personnel of the Sandusky Fire Department. The provisions of this guideline shall work in concert with established laws of the State of Ohio and procedures of the United States Coast Guard.

General

It is the duty and responsibility of the shift commander, senior officer or fire chief to determine the deployment of marine fire/rescue resources. This deployment shall be based on information that recognizes safe response, protection of crew resources and the safety of civilian personnel and property. The following scenarios may warrant deployment:

- Provide search and rescue capability offshore in the event of a marine accident, capsizing or sinking of a vessel.
- Provide firefighting capabilities along the waterfront in areas not
- Accessible by land firefighting resources.

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- Provide emergency medical service for offshore medical emergencies not accessible by land resources.
- Provide transport and a working platform for dive operations.
- Provide assistance for the containment of hazardous materials.
- Provide mutual aid to jurisdictions covered by the current mutual aid agreement.
- Provide assistance to law enforcement agencies with monitoring of the bay or lake during heightened states of alert

Response

Marine fire/rescue watercraft may be dispatched as a result of information obtained from the Sandusky Police Dispatcher, United States Coast Guard, and private citizen - via marine radio, personal contact or by cell phone. The shift commander shall be notified immediately of a request for service.

The USCG and Sandusky Police Dispatch shall be notified of any response initiated outside of a dispatch request. When operating at incidents with land-based fire/rescue or law enforcement units, the marine operator shall coordinate operations with the land-based incident commander through the proper radio frequency.

Emergency warning devices, including lights, siren and horns shall be used at all times during emergency response.

Procedures***Emergency Boat Operator - EBO***

Last Revision (8/6/2009)

- The EBO shall complete an approved Emergency Boat Operator (EBO) evaluation as designated by the Sandusky Fire Department.
- The EBO shall complete a “Rules of the Road” and Basic Navigation Course as designated by the Sandusky Fire Department.
- The EBO has the responsibility for the safe operation of the boat and for the safety of all personnel on board.
- The EBO shall not operate the vessel in a careless or reckless manner that may cause injury or damage.
- The EBO shall be responsible for the boat’s wake and the damage the wake causes to other craft and / or property, including the wake caused during emergency responses.
- The EBO shall not leave the vessel unattended at any time. This includes while underway, to board another vessel or when at a pier other than Fire / Police / Coast Guard Stations.
- EBO shall be familiar with the response area and all applicable navigation charts, navigation equipment aboard the boat including compass, radar, GPS and depth sounder so as to know the position of the vessel at all times and be ready for immediate response.
- The EBO shall utilize and keep in full operation, proper navigational lights from sunset to sunrise, as well as during periods of restricted visibility.
- The EBO shall submit, maintain and file all required reports and records.

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Emergency Boat Mate - EBM

- The EBM shall complete an approved Emergency Boat Mate (EBM) course as designated by the Sandusky Fire Department.
- The EBO shall complete a “Rules of the Road” and Basic Navigation Course as designated by the Sandusky Fire Department.
- The EBM shall work under the direct supervision of the EBO.
- The EBM is responsible for the operational readiness of the boat, including engines, pumps and electronic devices.
- The EBM shall forward necessary reports and maintain required records.
- The EBM is responsible for the safe and proper use and stowage of equipment.

Protective Clothing

All personnel shall wear fire department approved personal flotation devices (PFD) or exposure suits. PFD's or exposure suits shall be worn whenever the boat is underway. PFD's or exposure suits shall also be worn during training, demonstrations or when working over the side during stationary operations. Dry suits shall be sufficient exposure protection for divers awaiting deployment.

Exposure suits shall be worn whenever the combination of air and water temperature is below 110 degrees F.

example: Air Temperature 55 degrees F.

Water Temperature 50 degrees F.

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_____ 105 degrees F. – exposure suit required

Air Temperature 55 degrees F.

Water Temperature 61 degrees F.

_____ 111 degrees F. – exposure suit not required

Water temperature is the most critical factor due to the possibility of hypothermia. Exposure suits are not to be worn during close-in or interior firefighting. In such cases, members must don standard firefighting protective clothing.

Radio Equipment / Procedures

All crew members shall monitor Channel 16 (hailing and distress frequency) on the Marine VHF radio. Use of VHF Channel 21 & 22 (USCG working channels) is recommended for operations. Members shall have a working knowledge of fire department and marine radio frequencies to properly communicate with units and other agencies.

Operational Guidelines

The following will guide the EBO of the Fire/Rescue Vessel in making decisions and actions to be taken in the specific situations.

Fire / Rescue Services (Marine Radio)

If a direct call for assistance is received via the marine radio to your unit, obtain the following information: location of vessel (GPS plot if possible) and nature of emergency.

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If you hear a call to the United States Coast Guard on Marine Channel 16 and it is in your response area, initiate a response to that location and notify the Police Dispatcher and the USCG that you are responding. If the need for service is outside your response area but you may be of assistance and no other vessel is closer, contact the USCG and advise your status. Await direction from the USCG for further instructions.

Instruct the operator of the vessel to switch to Marine Channel 22 and continue to obtain any additional information necessary and give information to them as to ETA and that trained medical personnel are on board (EMS call).

Notify Sandusky Police Dispatching of the situation, when you are underway, on scene and in-service. The United States Coast Guard should also be notified.

If you are responding to a potential hostile environment or encounter a hostile environment on arrival, disengage from the scene and stage. Contact law enforcement (USCG, ODNR, SPD, etc.)

Boarding other Vessels

- When it becomes necessary to board another vessel (i.e. EMS, fire or other emergency), extreme caution shall be exercised.
- The necessary fendering precautions shall be deployed to protect the both vessels.
- The EBO & EBM shall be in continuous radio contact.
- The EBO shall remain with the Fire/Rescue Boat at all times.

Capsized Vessel

- No attempt shall be made to right or board a capsized vessel.

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- Every attempt shall be made to recover persons in the water or on a capsized vessel. (using the reach, throw, row and go strategy).
- Mark the location of the capsized or sunk vessel using your GPS latitude and longitude.
- Attempt to account for all personnel on board and provide the necessary information to the USCG or dive teams for lost persons.

Disabled Vessel

- A disabled vessel will not be treated as an emergency response unless the following conditions exist:
 - Vessel is disabled in a shipping channel and is a danger to navigation in that channel.
 - Vessel is in immediate danger of impending severe weather conditions that may hazard the vessel.
 - Vessel electrical system is disabled depriving vessel of navigation lights after sunset.

Emergency Towing

It is not the mission of the fire department to tow vessels that are not in immediate danger or do not present an immediate danger to other vessels. Fire / Rescue Boat Operators may tow a disabled vessel if one the following conditions exist:

- The vessel is disabled in a major shipping channel and that vessel is impeding ship travel and no towing service is immediately available.
- The vessel is fire damaged and must be moved for dewatering and/or impounding for investigation purposes.

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- The vessel is taking on water and must be immediately moved to shallow water to prevent total loss of the vessel.
- The vessel operator is incapacitated due to medical reasons and no one on board is qualified or trained to operate the vessel.
- The vessel is in peril of sinking or damage due to severe weather conditions.

- No attempt shall be made to tow sail or power vessels:
 - Over 30 feet in length
 - In excess of 10,000 lbs.
 - In seas of three (3) feet or more.
 - Constructed of concrete or steel hull.

Non-Emergency Towing

The fire department shall not offer towing assistance when any of the following are available to assist the boating public within two (2) hours.

- Civilian boater
- Commercial Towing Company
- Commercial Marina Services
- Coast Guard Auxiliary
- Sandusky Police Marine Division or Ohio Department of Natural Resources

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Groundings

The Sandusky Fire Department will not attempt to remove grounded sail or power vessels for the following reasons:

- Our vessels are not designed for such duty and our people are not sufficiently trained to perform this task.
- The breaking strength of the cleats and towing bit are not tested or designed for a sustained pull required to free a grounded vessel.
- Considerable liability exists through improper procedures without a thorough inspection of the grounded vessel and the dynamics of the grounding.

Boating Accidents

Boating accidents that involve a recreational boat or its equipment must be reported within 48 hours to the Ohio Department of Natural Resources if any of the following occur:

- A person injured in a boating accident dies within 24 hours of the accident
- A person disappears from a vessel under circumstances that indicate death or injury.
- A person is injured and receives medical treatment beyond normal first aid.

The following information must be reported by the operator of the vessel(s) involved in the accident:

- The date, time and exact location of the accident.
- The name of each person injured, disappeared or died.
- The vessel's number (registration number) and /or name.

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- The name and addresses of the owner and operator of the vessel(s)
- If the vessel operator is unable to provide notification of an accident, another person on the vessel shall notify the authorities.

THE MASTER OR PERSON IN CHARGE OF A VESSEL IS OBLIGATED BY LAW TO PROVIDE WHATEVER ASSISTANCE CAN BE GIVEN TO ANY INDIVIDUAL, AT SEA IN DANGER OR BEING LOST AND IS SUBJECT TO A FINE OR IMPRISONMENT FOR FAILURE TO DO SO. OTHER INFORMATION THAT MAY BE NECESSARY CAN BE ASCERTAINED BY THE COAST GUARD OR THE SANDUSKY POLICE MARINE UNIT, SINCE CONCURRENT JURISDICTIONS EXIST.

The Fire/Rescue Boat will comply with the above policy by ascertaining as much information to properly complete the Fire Incident Report and any pertinent information in case a member would be called as a witness to a Coast Guard Board of Inquiry.

Witness to Unsafe Operation, overloading or damage to Navigational Aids

In the interest of safe boating and promotion of safety in the waters of Lake Erie and the Sandusky Bay, when the Fire/Rescue Boat is a witness to overloading, negligent operation of a vessel or damage to navigational aids, the following action will be taken:

- Ascertain the vessel's number and/or name and description
- Standby to render assistance if necessary to prevent loss of life
- Contact the United States Coast Guard, ODNR or appropriate law enforcement marine unit.
- Upon return to station, file the appropriate report

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Diver or Swimmer Deployment

The following actions shall be taken when an emergency situation requires a swimmer or diver be deployed to assist in the recovery of a person from the surface of the water:

- Crewman may be deployed in an emergency situation only when loss of life is imminent.
- Crewman will be deployed using a harness and tether line at all times.
- The tether line will be tended at all times to insure safety of the swimmer or diver.
- Consideration will be given to water temperature and sea conditions before deploying a swimmer or diver.
- The swimmer shall be in PFD or exposure suit (see temp. example) with the harness worn over the flotation device. (unless using an integrated PFD/harness)
- The diver will be in dry suit, harness and tethered by a tender. Dive operations protocol will be followed.

Last Revision (8/6/2009)

Minimum Staffing (June 2, 2009)**Scope**

The purpose of this policy is to define the order in which classifications will be filled for overtime purposes to allow for effective operations and reasonably provide for the safety of employees in the discharge of their duties. The shift Commander will determine the daily distribution of personnel for the staffing of stations in accordance with this minimum staffing policy.

Definitions

Minimum Staffing Overtime (M.S.O.) – That overtime which is required for the replacement of regularly scheduled personnel or overtime created for additional staffing during special detail or emergency operations (inclement weather, etc.).

Qualified Personnel – Qualified personnel are personnel that possess a valid drivers license, State of Ohio Certified EMT and Professional Firefighter (FF I & II). To be qualified, personnel must have completed the department orientation process.

Eligible Personnel – Eligible personnel are personnel that have not worked 12 hours prior to / or within 12 hours following the M.S.O. Personnel that have been off sick must work one regular shift (8 or 24 hours) following sick time use to be eligible.

Emergency Fill Procedure – When eligible personnel are unavailable to work the required classification, any personnel in that classification (except those on sick leave) may work but may not exceed 36 straight hours unless an emergency is declared by the Fire Chief.

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~~Mandatory Holdover – If personnel in the required classification are not available for voluntary emergency fill, then those personnel on duty in the classification required shall be held over until the need can be filled. Mandatory holdover shall not exceed 36 continuous hours.~~

Eligibility

~~Regardless of the classification or need, personnel shall be rested 12 hours prior to /or after working 24 hours unless no other eligible personnel in that classification are available.~~

~~Regardless of the classification or need, personnel must have worked one (1) regular shift after using sick time. Those personnel that are notified by the notification system shall not call in for the M.S.O.~~

~~Regardless of daily staffing there shall be a minimum of two officers (one of which is a Captain or above in rank) and four paramedics (combination of firefighters and/or officers). Below minimum staffing of twelve (12) the appropriate classification shall be identified and the chart followed for call-in.~~

Notification & Acceptance

~~Personnel in the classification of need shall be contacted through the S.A.R.A. messaging system using the employee authorized contact numbers. Messages will be sent out as early as possible and the overtime will be awarded by 1800 hours or as time and emergencies permit. Personnel will have fifteen (15) minutes to respond to the request for overtime. For immediate overtime needs, personnel will be contacted via S.A.R.A. and have fifteen (15) minutes to respond.~~

~~Personnel receiving a call/page for M.S.O. shall be offered the unfulfilled hours as needed. Personnel reserve the right to accept the first twelve (12), second twelve (12) or all twenty four (24) hours if eligible. Personnel may not work twenty four (24) hours of double time unless no other eligible personnel are available.~~

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~~Personnel, who accept M.S.O. and do not show up or call back and cancel their acceptance, shall be charged double the anticipated paid hours.~~

~~In case a person off sick returns to work, the person working M.S.O. shall be sent home and charged for only those hours paid. Also, the next person coming in on M.S.O. shall be notified not to report for work.~~

~~All personnel working M.S.O. shall wear the appropriate uniform. Personnel failing to do so will be sent home and charged on their record the number of hours they agreed to work. Appropriate uniform does not apply to emergency call-in.~~

Record Keeping

~~Two lists shall be established for the tracking of M.S.O. One list for officers and one list for firefighters.~~

~~Personnel working M.S.O. will be charged for the total hours paid. Compensatory time or overtime earned for mandatory training will not be charged to the M.S.O. list. Special detail overtime less than twelve (12) hours of pay shall not be charged to the M.S.O. list. Emergency call back hours will not be charged to the M.S.O. list.~~

Reduced Staffing Operations

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**Sandusky Fire Department
Reduced Staffing
Operations
Effective: July 31, 2009**

	12	11	10	9	8
Station 1	6	8	7	6	8
Station 3	3	closed	closed	closed	closed
Station 7	3	3	3	3	closed
Squads	3	3	2	2	2
Engines	3	2	2	2	1

Station 7 will continue to respond 917/ 927 on all fire calls on Camp St. and East.

Station 1 will respond an ambulance on all fire calls west of Camp St.

917 will respond first on ambulance calls in district 7 and third on calls in district 1 & 3.

911 will respond first in district 1 & 3 and second out in district 7. 913 will respond second out in district 1 & 3 and third out in district 7.

FIRE CALLS

11 PERSONNEL

942 - 1

921 - 3

927 - 2/3

911 or 917 - 2/1

951 - 2

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Purchasing

No purchase are to be made without authorization of the Fire Chief or his/her designee. All deliveries and work performed by outside contract actors must provide paperwork that has been legibly signed by a Fire Department employee.

Any work by personnel outside of SFD employees must be documented on a Facilities Maintenance Work Order

Facilities Maintenance Work Order

Sandusky Fire Department

Facilities Maintenance Work Order

Request Date / Time	Requested By:	Station	Facilities Supervisor
Work Requested & Estimated Cost			
Date Work Completed	Accepted By:	Contractor Signature:	
Comments			

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Post Incident Analysis (June 7, 2007)**Purpose**

The purpose of this document is to establish a universal guideline for conducting Post-Incident Analysis (PIA). It is also the purpose of PIA to identify, document and communicate areas of improvement to all Sandusky Fire Department personnel. Through this process we can improve emergency operations by identifying strengths and weaknesses, resulting in safer, more efficient operations.

Scope

This guideline shall apply to all members of the Sandusky Fire Department.

Definitions

Formal Post Incident Analysis – A formal, structured review of operations, usually at the shift, department or multi-jurisdictional level, conducted to identify and communicate operational strengths and/or deficiencies.

Informal Post Incident Analysis - An informal review of operations, usually at the shift level, conducted to identify and communicate operational strengths and/or deficiencies.

General

A Post Incident Analysis may range from an informal discussion and exchange of information between shift personnel to a well coordinated, structured analysis involving many personnel, jurisdictions or response agencies. A PIA should be viewed as a training function designed to improve the effectiveness of emergency operations and not an attempt to find fault. The systematic review of incident activities can (1) contribute to the morale of the department by reinforcing positive aspects of the operation, (2) serve as a learning experience for the entire department, and (3) identify areas of training need.

It is extremely important that the analysis of incidents where operations went smoothly be conducted as consistently as those where mistakes may have been made.

When to Conduct a Post Incident Analysis

A Post Incident Analysis should be conducted as soon after the incident as practical. For multi-jurisdictional responses, logistical consideration may require delay in conducting the PIA.

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Formal Post Incident Analysis shall be conducted:

- For all incidents resulting in serious injury or death to response personnel and/or civilians.
- For any incident that initiates a Critical Incident Stress Debriefing.
- For all structure fires resulting in 50% or more of structural damage.
- For all multi-jurisdictional responses to serious incidents within the City of Sandusky. (I.e. bomb threats, terrorist event, etc.)
- For all special operations (Hazmat, Technical Rescue, MCI's etc.) incidents.
- For all motor vehicle crashes involving fire department apparatus.
- For any incident deemed necessary by the incident commander or fire chief.

Informal Post Incident Analysis may be conducted:

- For all fires beyond the incipient stage, including vehicle fires.
- For any unusual occurrence; delayed response, inappropriate actions, uncooperative bystanders/victims etc.
- For any unusual incident; difficult EMS incident, crime scene response or incident involving outside agencies.
- For any incident deemed necessary by the incident commander or fire chief.

Supervision and Participation

The Incident Commander or his/her designee shall initiate and supervise the PIA. The PIA supervisor is responsible for securing reports, supplemental material and dispatch tapes for the PIA. All personnel involved in the incident should participate in the PIA. It is recognized that

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some personnel involved in the incident may not be available to participate due to vacations, Kelly days or sickness. However, every attempt should be made to include these personnel.

Ground Rules for Post Incident Analysis

- The PIA Supervisor shall maintain order throughout the analysis.
- Accusatory remarks, accusations or supposition shall not be tolerated and shall be terminated by the Supervisor.
- All discussion shall be based on fact, “second guessing” shall be considered counter-productive and not permitted.
- Only one person shall speak at a time and no one will speak until recognized by the PIA Supervisor.
- All participating personnel shall be given an opportunity to provide input for the discussion.

Procedures for Post Incident Analysis

The PIA Supervisor shall conduct the PIA using the provided outline. (attachment 1).

An opening statement shall be provided by the PIA Supervisor defining the purpose and the ground rules for the PIA. Emphasis that the purpose is not to find fault but to obtain facts. The PIA Supervisor shall assign a scribe, responsible for documenting the discussion.

An overview of the incident shall be provided by the PIA Supervisor, beginning with the receipt of alarm, strategic plan and tactical operations and ending with the return to quarters.

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Participant discussion shall follow, starting with the first officer on scene, detailing individual operations and actions taken.

The PIA Supervisor shall provide a report (attachment 2), detailing the incident strengths, weaknesses and recommendations for improvement. This report shall be submitted to the Fire Chief for all formal proceedings. Informal proceedings shall be documented (attachment 2) and kept on file by the shift commander. Copies of each should be provided to the training division for review and curriculum development.

Sandusky Fire Department

Post Incident Analysis Outline**A. Receiving the Alarm**

1. Was the initial information received accurate?
2. Was the response actions consistent with the information initially received?
3. Was the alarm information communicated to all response personnel?

B. Alarm Response

1. Were any unusual traffic or response problems identified?
2. Was apparatus operated in a responsible safe manner?
3. Were any apparatus maintenance problems identified during the response?
4. Did warning devices function properly?
5. Was apparatus placement appropriate for the incident?

6. Did personal or agency vehicles obstruct ingress/egress?

C. Command Procedures

1. Did the first arriving company provide adequate size-up and initial action plan?
2. Was incident command established and the incident management system activated and practiced?
3. Were appropriate resources requested and assigned as needed?
4. Were strategic goals and tactical assignments established?
5. Were orders clearly communicated and acknowledged?
6. Were incident benchmarks identified and clearly communicated?

D. Safety

1. Was a safety officer designated?
2. Did all personnel exposed to hazards use personal protective clothing?
3. Did all personnel exposed to respiratory hazards use SCBA?
4. Was a Personal Accountability System (PASS) implemented and followed by all on scene personnel?
5. Were any unsafe actions noted? Was there any Free-lancing?
6. Was the Rapid Intervention Team (RIT) established / activated?
7. Were any unusual hazards communicated to Command / Safety Officer?
8. Were utilities controlled in a timely manner?

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E. Procedures and Pre-Plans

1. Was a preplan available for this incident? If so, was it used?
2. Were policies / procedures specific to the incident followed by Command and other response personnel?
3. Were there violations of policy?

F. Communications

1. Did communications equipment function properly?
2. Were on scene communications clear and concise?
3. Were face-to-face communications used whenever possible in lieu of radio communications/
4. Were communication problems noted with dispatch?
5. Were tactical channels utilized as necessary?

G. Operations

Fire Operations

1. Was adequate water supply established?
2. Were properly sized hose lines efficiently deployed?
3. Was ventilation initiated in a timely manner?
4. Was forcible entry necessary and efficiently performed?
5. Were ground ladders effectively deployed?
6. Were appropriate search procedures deployed?

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7. Was an aggressive fire attack utilized?
8. Were there equipment problems?
9. Were the needs of the victim(s) addressed?
10. Were the needs of response personnel addressed?
11. Were extinguishing agents effectively applied?
12. Were salvage and overhaul operations completed?

Other Emergency Operations

1. Were adequate equipment and personnel available?
2. Were critical safety issues addressed?
3. Were control zones established as needed?
4. Were inter-agency efforts well coordinated?
5. Were command and control efforts effective?
6. Were appropriate communications initiated with the hospital?

Multi-Jurisdictional Operations

1. Were communications between jurisdictions adequate?
2. Were mutual aid request procedures followed?
3. Were IMS efforts adequately coordinated with jurisdictions?
4. Was a staging area designated and supervised?
5. Were appropriate support agencies notified?

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Post Incident Analysis Report

Incident Location: _____

Incident Date: _____ Time: _____ Shift: _____

PIA Supervisor: _____ Date of PIA: _____

Units Responding: _____

Describe operational strengths: _____

Rapid Intervention Team (R.I.T.) /Firefighter survival

The Sandusky Fire Department shall utilize a Rapid Intervention Team at the following incidents; working structure fires, offensive operations and special operations (haz-mat, confined space, trench rescue)

Team location

- a.** Assemble near the command post; gather the equipment that may be needed, but stay out of the way of other working teams.
- b.** The team leader shall be in visual/verbal contact with the Incident Manager.

Assignments

The R.I.T. leader meets with the Incident Manager and conducts a size up of the fire-ground/site.

- a.** Monitors team locations
- b.** Monitors accountability
- c.** Monitors radio traffic

Team members

- a.** Assess the Fireground/site
- b.** Entrances/exits
- c.** *Remove security bars*

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- d. Eliminate power supplies and utilities*
- e. Team leader may direct doors and windows to be **unlocked (do not ventilate unless directed)** for secondary egress*

Available ladders

- a. Assess the needed ladder length to initiate a rescue and make sure the ladders are close by.*
- b. The team leader may direct ladders to be raised for secondary escape routes of interior or topside crews.*

Available hose lines

- a. Assess where additional hose lines may be pulled if needed*
- b. Determine which line is the backup line*

Available EMS

- a. Rehab unit should have two EMT/Medics available to run ambulance*
- b. Make sure hose lines or trucks do not block in the ambulance.*
- c. If an ambulance is unavailable, bring to attention of the Incident Manager*

Evaluate building construction/and tools needed*Have following tools ready for service*

- a. Power saw*
 - i. Switch to metal cutting blade for commercial buildings*

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- b.** Flathead axe/pro bar
- c.** Radios
- d.** Search rope
- e.** Thermal imaging devices if available

Monitor radios

- a.** Be aware of all tactical channels

In special Ops, discuss special needs

- a.** Air bags
- b.** Jaws
- c.** If in mutual aid jurisdiction obtain appropriate air bottles

Deployment***Mayday call***

- a.** A team member or Incident Manager announces over the radio "MAYDAY" to indicate they are lost or in trouble
- b.** IC request
- c.** Where P.A.R. shows teams unaccounted for
- d.** Witness entrapments
- e.** Anyone on the fire scene witnesses a entrapment

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Responsibilities once R.I.T is deployed

Incident Manager

- a.** Announce **"MAYDAY"** on all tactical channels, give status report. This will deploy R.I.T.

- b.** Sounding the Emergency evacuation signal will withdraw all teams including attack and backup.

- c.** Keep the attack lines in place if they are holding the fire, reassess attack lines if they are not making progress.

- d.** Ventilate the building to pull fire from missing or trapped firefighters

- e.** Make sure all the doors and windows are available as a means of egress for interior crews.

- f.** Switch to another tactical channel and key up two radios on the frequency that the missing firefighters were using.

- g.** Make sure that an ambulance is available for transport should the missing or injured firefighters need transportation to the Hospital.

- h.** Stage additional resources if you anticipate the need.

Intervention Team

- a.** Obtain last known location and search that area first
- b.** Trace hose lines or search lines
- c.** Search doorways, hallways, and under windows first.
- d.** In large open areas or long hauls, use a rescue line.
- e.** Listen for pass devices, tapping on pipes, walls etc.

Firefighter as a victim: what to do

Call for help "MAYDAY"

- a.** Give the details of the problem if possible
- b.** Call for help early, as soon as you think you are lost
- c.** If no answer on tactical channel, switch to other Department channels, if still no answer, give detailed instructions to anyone monitoring a scanner to dial 911 and advise of your condition.
- d.** Activate your PASS device, do not lay on top of it, it will muffle the sound
- e.** Stay with your company, do not split up looking for escape route
- f.** Search for openings
- g.** Conserve your air supply
- h.** If you feel as though you will lose consciousness, shine your hand-light upwards.

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Rehabilitation/heat stress management

Purpose

To ensure that the physical and mental condition of members operating at the scene of an emergency or a training exercise does not deteriorate to a point that affects the safety of each member or that jeopardizes the safety and integrity of the operation.

Scope

This guideline shall apply to all emergency operations and training exercises where strenuous physical activity or exposure to heat or cold exists.

Work Uniform / Protective Clothing

The uniform of the day may be modified, with approval of the shift commander, any time the heat index exceeds 85 or the wind chill index falls below 25. Department issue t-shirts or long sleeved garments may be substituted for the duty shirt during these designated times.

Responsibilities

Incident Commander

The incident commander shall consider the circumstances of each incident and/or training session and make adequate provisions early in the incident for the rest and rehabilitation for all members operating at the scene. These provisions shall include: medical evaluation, treatment and monitoring; food and fluid replacement; mental rest; and relief from extreme climatic conditions and the other environmental parameters of the incident. The rehabilitation shall include the provision of Emergency Medical Services (EMS) at the Advanced Life Support (ALS) level. When the staffing needs of the incident exceed available on-duty staffing, mutual-aid and/or personnel recall shall be requested by the shift commander according to established policies and Operating Procedures.

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Company Officers

Company Officers shall maintain an awareness of the condition of each member operating within their span of control and ensure that adequate steps are taken to provide for each member's safety and health. The command structure shall be utilized to request relief and the reassignment of fatigued personnel.

Personnel

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

Establishment of Rehabilitation Sector**Responsibility**

The incident commander will establish a Rehabilitation Functional Group when conditions indicate that rest and rehabilitation is needed for personnel operating at an incident scene or training evolution. A member will be placed in charge of the sector/group/unit and shall be known as Rehab Officer. The Rehab Officer will typically report to the Logistics Officer in the framework of the incident management system.

Location

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

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Site Characteristics

- (1) It should be in a location that will provide physical rest by allowing the body to recuperate from the demands and hazards of the emergency operation or training evolution.
- (2) It should be far enough away from the scene that members may safely remove their turnout gear and SCBA and be afforded mental rest from the stress and pressure of the emergency operation or training evolution.
- (3) It should provide suitable protection from the prevailing environmental conditions. During hot weather, it should be a cool shaded area. During cold weather, it should be a warm, dry area.
- (4) It should enable members to be free of exhaust fumes from apparatus, vehicles, or equipment (including those involved in the Rehabilitation Sector/Group/Unit operations).
- (5) It should be large enough to accommodate multiple crews, based on the size of the incident.
- (6) It should be easily accessible by EMS units.
- (7) It should allow prompt reentry back into the emergency operation upon complete recuperation.

Site Designations

- (1) A nearby garage, building lobby, or other structure.
- (2) Several floors below a fire in a high rise building.
- (3) A school bus, municipal bus or commercial bus.
- (4) Fire apparatus, ambulance, or other emergency vehicle that has been renovated as a Rehabilitation Unit. (This unit could respond by request or be dispatched during certain weather conditions).
- (5) An open area in which a rehabilitation sector/group/unit can be created using tarps and / or tents.

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Resources

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

- (1) Fluids – water, activity beverage, oral electrolyte and ice
- (2) Food – soup, broth, stew in hot/cold cups
- (3) Medical – BP cuffs, stethoscopes, O2 administration devices, cardiac monitors, intravenous solutions and thermometers.
- (4) Other – awnings, fans, tarps, misters, cool vests, cool blankets, heaters, dry clothing, blankets, towels, traffic cones, fire line tape and extra equipment as needed.

Guidelines**Rehabilitation Sector/Group/Unit Activation**

Staff officers during the initial planning stages of an emergency response should consider rehabilitation. However, the climatic or environmental conditions of the emergency scene should not be the sole justification for establishing a Rehabilitation Area. Any activity/incident that is large in size, long in duration, and / or labor intensive will rapidly deplete the energy and strength of personnel and therefore merits consideration for rehabilitation.

Climatic or environmental conditions that indicate the need to establish a Rehabilitation Area are a heat stress index above 90 F (see table 1-1) or a wind-chill index below 10 F (see table 1-2).

Hydration

A critical factor in the prevention of heat injury is the maintenance of water and electrolytes. Water must be replaced during exercise periods and at emergency incidents. During heat stress, the member should consume at least one quart of water per hour. The rehydration solution should be a 50/50 mixture of water and a commercially prepared activity beverage and administered at about 40 F. Rehydration

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is also important during cold weather operations where, despite the outside temperature, heat stress may occur during firefighting or other strenuous activity when protective clothing is worn. Carbonated and caffeine beverages should be avoided before and during heat stress.

Nourishment

The department should provide food at the scene of an extended incident or training session when units are engaged for three or more hours. A cup of soup, broth, or stew is highly recommended because it is digested much faster than sandwiches or fast food products. In addition, foods such as apples, oranges, and bananas provide supplemental forms of energy replacement. Fatty and / or salty foods should be avoided.

Rest

The “two air bottle rule” or 45 minutes of work time, is recommended as an acceptable level prior to mandatory rehabilitation. Members shall rehydrate (at least 8 ounces) while SCBA cylinders are being changed. Firefighters having worked for two full 30 minute rated bottles, or 45 minutes, shall be immediately placed in the Rehabilitation Area for rest and evaluation. In all cases, the objective evaluation of a member’s fatigue level shall be the criteria for rehab time. Rest shall not be less than ten minutes and may exceed an hour as determined by the Rehabilitation Officer.

Recovery

Members in the Rehabilitation Area should maintain a high level of hydration. Members should not be moved from a hot environment directly into an air-conditioned area because the body’s cooling system could shut down in response to the external cooling. An air-conditioned environment is acceptable after a cool-down period at ambient temperature with sufficient air movement. Certain drugs impair the body’s ability to sweat and extreme caution must be exercised if the member has taken antihistamines, such as Actifed or Benadryl, or has taken diuretics or stimulants.

Medical Evaluation

Emergency Medical Services at the Advanced Life Support Level shall be provided on the scene. A complete set of vital signs should be taken, including EKG and oral

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temperature. If a member's heart rate exceeds 110 beats per minute or oral temperature exceeds 100.6 F, he/she should not be permitted to wear protective equipment, cooled and remain in the Rehabilitation Area until vital signs stabilize below 110 BPM and/or 100.6 F oral temperature. If the member's vital signs do not stabilize, they should be transported to the nearest appropriate medical facility for evaluation. All medical evaluations shall be documented on the proper forms and reviewed and signed by the Rehabilitation Officer.

Accountability

Members assigned to the Rehabilitation Sector/Group/Unit shall enter and exit the area as a crew. Crews shall not leave the rehab area until authorized to do so by the Rehab Officer.

Response to reported and viewed conditions (12/24/2003)

Upon receipt of an alarm, the Shift Commander shall apply a standard response to all incidents. The person at the desk shall use the following terminology when acknowledging an Alarm.

"Sandusky Fire is clear, Station One and Station three are responding to a reported fire at..."
Or ***"Engine 923 and Ladder 951 are responding to a Fire Alarm at..."***etc.

Apparatus Response (2006-11-22)

The Shift Commander, in accordance with Department guidelines, will ensure the appropriate number and type of apparatus response on fire calls. Based on expected daily staffing levels, the Shift Commander shall use this guideline to staff apparatus for response. The Shift Commander shall lay up the Command vehicle when staffing falls below 13 personnel

It is understood that personnel may be responding to EMS incidents when fire calls are received. Given this situation, the Shift Commander will ensure appropriate apparatus response, given the type of structure and/or incident to which, at that time, the Department is dispatched. Ladder 951 will be the primary response unit on all commercial and high-rise fire calls, fire alarms and reports of working structure fires where the 35' ground ladder is may not be sufficient. If deemed necessary, the Shift Commander shall "lay-up" the engines to ensure appropriate response and staffing of 951.

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Fire Stages and Corresponding Actions

Scope

The purpose of this policy is to define the rules governing Emergency call in, to be as fair to all employees as possible, to run the Fire Department in an efficient manner and to stay within the overtime budget provided by the City. The following rules are to be used in conjunction with the current labor agreement and are to be followed, except in cases of an extreme emergency.

General Information

Emergency callback and call-in will be initiated through the SARA phone system with the contact numbers provided by firefighters/officers.

Personnel **shall not** respond on their off duty days without the request of a Shift Commander or OIC. This practice disrupts command and control and the personnel will not be eligible for call in/back pay.

During the size up process the Incident Manager will evaluate all information and determine the need for additional resources. Dispatch shall be notified by using one of the four terms below, of the need for additional resources.

First Alarm

A reported First Alarm should bring the following:

- a.** All remaining on duty units from Sandusky not previously dispatched.
- b.** Mutual Aid Unit with rehab responsibilities.
 - This Department shall be released from the scene as soon as rehab is no longer needed or Sandusky personnel are free to assume this duty.
- c.** Mutual Aid Unit with rapid intervention responsibilities.

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- This Department shall be released from the scene as soon as the environment does not fall under “Two in Two out” or Sandusky personnel are free to assume this duty.

Emergency Call Back for First Alarm Fires

When all Sandusky Fire Department units are operating at an incident and personnel are needed to stand-by at the station, a priority one call-in will be initiated to staff an engine and/or a medic unit. The shift scheduled to work the next duty day will be called. The shift commander will notify dispatch of the need for two paramedics and two firefighter/officers (4 totals). Personnel that can report within 15 minutes shall notify dispatch of their availability. The first four personnel with the needed certifications will be directed to the station in need of standby. Personnel that cannot reach the station in a safe manor within fifteen minutes should not call and tie up the phone lines.

Second Alarm

If all on duty personnel are out of service and an additional Shift is needed to respond to a fire. A reported Second Alarm should be utilized in addition to the First Alarm personnel.

When the Sandusky Fire Department responds to a specialized incident requiring personnel trained in technical disciplines (i.e. dive, rope, hazmat, etc.), a Second Alarm recall will be initiated. All personnel on the specialized list will be called.

Once at their respective stations units will contact the IC for directions. These units can be utilized for district coverage or will report to staging. The following are some examples:

Third Alarm

When the Sandusky Fire Department responds or is operating at a major incident requiring the recall of all additional personnel, a Third Alarm will be initiated. All department personnel will be recalled. Personnel shall report to their respective stations and pick up any radios, batteries and emergency vehicles and bring them to the Staging location.

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General Alarm Fire

The Shift Commander shall request a General Alarm at a major incident where all of the above are called and any additional resources are need. The IC shall identify and request the specific additional resources from Dispatch

Rules of Engagement for Firefighter Survival (August 6, 2009)

Size-Up Your Area of Operation

Objective: To cause the company officer and firefighters to pause for a moment, look over their area of operation, evaluate their risk exposure and determine a safe approach to completing assigned tactical objectives.

The firefighter shouldn't tunnel vision on the task at hand. It's necessary to take a few seconds to size up the situation within line of sight and listen to all radio communications or reports.

Determine Victim Survival Profile

Objective: To cause the incident commander, company officer and firefighter to consider fire conditions and determine if any victims can survive the event as part of the initial and ongoing action plan development.

Our first goal is to save lives, and any firefighter risk is based on that potential. No action plan can be accurately developed until we first determine if the victim can survive the existing fire conditions before rescuers reach them.

Do Not Risk Your Life for What Is Already Lost

Objective: Prevent firefighters from engaging in high-risk operations when all is lost.

If conditions indicate there is no victim survival or the building is lost to fire, firefighters should not extend risk.

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Extend *Limited Risk to Protect Savable Property*

Objective: To cause firefighters to limit risk exposure when trying to save a building.

No building is worth the life of a firefighter. If it can be saved, limited risk and careful operations should be applied. If conditions deteriorate and become unsafe, crews must be rapidly withdrawn and the action plan adjusted.

Extend Only *Calculated Risk to Protect Savable Lives*

Objective: To cause firefighters to manage search and rescue and supporting firefighting operations in a calculated, controlled and safe manner during high-risk rescue operations.

Our goal is to save lives. Where the survival profile indicates lives may be saved, risk should be in applied in a very calculated manner. Rescue operations must be fully supported with adequate resources and risk must be closely and continually assessed.

Be Continuously Aware of Your Surroundings and Fireground Communications

Objective: To cause all firefighters and company officers/supervisors to maintain constant situational awareness of all that is happening in their area of operations and elsewhere on the fireground that may affect their risk and safety.

The firefighter must maintain constant situational awareness of changing conditions in his/her area of work and elsewhere on the fireground, including closely monitoring all radio communications.

You're Authorized to Say No to Unsafe Practices or Conditions: Stop, Talk, Decide

Objective: To prevent firefighters and supervisors from engaging in unsafe practices or exposure to unsafe conditions by allowing any member to raise an alert about a safety issue without penalty and mandating the supervisor address the question to ensure safe operations.

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This is not endorsing insubordination. Supervisors are responsible for accepting reports and properly acting to ensure the safety of firefighters. This means stop for a moment to assess the situation, quickly talk and report, and then decide the correct and safe response to the situation.

You're Authorized to Abandon Your Position and Retreat when Conditions Deteriorate

Objective: To cause firefighters and supervisors to be aware of fire conditions and cause an early exit to a safe area when they're exposed to unacceptable risk and life threatening conditions.

No firefighter needs approval from a supervisor or the incident commander to abandon a high-risk operation that deteriorates and becomes unsafe, but must notify the incident commander of the action.

Never Hesitate to Declare a Mayday if Needed

Objective: To make the firefighter who may get in trouble comfortable with declaring a mayday and to do so as soon as they think they're in trouble.

There is a very narrow window of survivability in a burning, highly toxic building. Any delay declaring a mayday limits rescue.

Safety Officer (June 7, 2007)**Purpose**

The purpose of this guideline is to establish procedures for assigning an **Incident Safety Officer** to monitor the safety needs of the Sandusky Fire Department at all incidents presenting a hazard to health or life.

Scope

This guideline shall apply to all fire department personnel. It shall be the responsibility of each member to review and follow this guideline. This guideline does not diminish the responsibility of each member to work safely within standard operating guidelines at all times.

Last Revision (8/6/2009)

General

It is the mission of the Sandusky Fire Department to provide the highest measure of safety while operating at the scene of an emergency or training exercise. It shall be a standard practice to assign an Incident Safety Officer at any incident or training exercise that is, or can be, immediately dangerous to life and health. The Incident Commander shall assign the duties of Incident Safety Officer to a qualified officer as soon as possible. When the immediate assignment of an Incident Safety Officer is not possible, or the department designated safety officer is reassigned, the Incident Commander shall assume all responsibility for those responsibilities. (Revised (8/6/2009))

The safety of everyone on the scene of an emergency incident is the ultimate responsibility of the Incident Commander (IC). This responsibility cannot be delegated. The Incident Command System (ICS), Incident Safety Plan (ISP) and Incident Safety Officer (ISO) are components of the fire departments health and safety effort to assist the Incident Commander. Everyone on an incident and in training has some safety responsibility.

Department designated safety officer (revised 8/6/2009)

Captain Brian Cowie shall be the Sandusky Fire Department's designated safety officer. The designated Safety officer, will normally respond to working fires, trench rescue, confined space rescue, or other significantly high risk incidents. Command may special call the Safety officer to any incident.

UPON HIS ARRIVAL AT THE INCIDENT, THE SAFETY OFFICER SHALL AUTOMATICALLY ASSUME THE INCIDENT SAFETY OFFICER (ISO) SAFETY SECTOR RESPONSIBILITIES.

Safety Officer Responsibilities

Upon assignment, the Incident Safety Officer (ISO) shall report to the Incident Commander for face to face communication. This communication will review the incident, discuss and develop a safety plan for the incident. This plan should take into consideration safe deployment strategies, rehabilitation strategies and demobilization strategies.

After the briefing and confirming the safety plan with Command, the ISO shall don appropriate full protective equipment and make a perimeter observation of the incident scene and advise Command of the situation.

The ISO shall review and address accountability concerns.

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The ISO shall insure the Rapid Intervention Team (RIT) is properly positioned and that all personnel are wearing proper personal protective equipment (PPE).

The ISO shall insure that all operating crews are operating safely and consistently with existing safety standards. The ISO shall also monitor radio traffic for communication problems that may affect personnel safety.

The ISO has the authority to terminate, suspend or alter any unsafe operations or actions. He/she may request emergency traffic and request emergency evacuation if necessary.

The ISO shall monitor the health and welfare of all personnel and insure that they are not over-extended, and are rehabilitated in an effective manner. The Rehabilitation Unit (Rehab) shall be assigned as necessary.

The ISO shall provide the Incident Commander with progress reports, as necessary, on safety related issues.

On large operations, it may be necessary to establish a Safety Branch and multiple ISO's. It may also be necessary for the ISO to coordinate the use of Fire Protection Engineers (FPE's), Chief Building Official (CBO) and other technical specialists for continual evaluation of incident risk.

The ISO shall maintain liaison with Command to update and review the on-going incident safety plan. The ISO shall provide the Incident Commander with documentation for a Post-Incident Analysis (PIA).

The ISO shall assure that proper infection control practices are in use and that Critical Incident Stress Management (CISM) is activated when necessary.

Safety Conditions

Safety conditions shall be categorized as "Life-Threatening" and "Non-Life Threatening". Life-Threatening conditions shall be corrected immediately. Where time permits, Command should be notified and corrective action immediately taken. In obvious Life-Threatening situations that do not allow time for Command intervention, the ISO shall immediately stop the action or countermand the order. Command must be immediately notified by the ISO of any change in strategic or tactical safety intervention.

In non-life threatening conditions (ladder positioning, SCBA use, etc.) that do not affect Command's strategy, the ISO can correct the unsafe practice without notifying command.

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Conclusion

The incident or training action area is the most hazardous area of operations. Through the use of an effective Incident Command System, the incorporation of safety management and the use of the Incident Safety officer, firefighter fatalities and injuries can be reduced and operations will become more efficient.

Self contained breathing apparatus

The Sandusky Fire Department strives to provide and maintain Self-Contained Breathing Apparatus (SCBA) for use by all members of the Department. In doing so, the Department abides by the Ohio Administrative Code 4123:1-21—firefighting, revised and adopted by the Ohio Bureau of Worker’s Compensation, Division of Safety and Hygiene, on November 1, 2003.

Equipment, Inventory Control, Maintenance and Repairs

The Department provides NIOSH- and MSHA-approved SCBA for use by firefighters exposed to hazardous atmospheres from fires or other emergencies, or where the potential for such exposure exists. In addition, the Department has adopted and maintains a respiratory protection program that addresses the selection, inspection, safe use, and maintenance of respiratory protection equipment, training in its use, and the assurance of quality air testing.

Inventory control, maintenance and repairs of the SCBA shall be accomplished in-house as much as possible. One SFD member shall be assigned responsibility for these tasks and shall, through the proper chain of command, advise the Fire Chief, Assistant Fire Chief and/or ranking officer of needed maintenance and repairs of SCBA as necessary. To facilitate maintenance and repair work, two firefighters from each shift may be assigned to assist with these tasks.

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SCBA, SCBA cylinders, integrated PASS devices, Clear Command voice modulators, heads-up display (HUD) units and any other respiratory protection equipment shall be maintained according to the latest editions of NFPA 1981, NFPA 1994, NFPA 1500, OAC 4123:1-21 and any other applicable codes and standards.

Physical Exams and Fit Testing

All of the Department's firefighters who may be required to use respiratory protection equipment shall be medically certified to do so by a physician on an annual basis. Results of the exam, including, but not limited to, Spirometry test results, shall be provided to the Department's administration for all of its firefighters. Firefighters not medically certified to use respiratory protection equipment shall be removed from duties that require the use of this equipment.

The face piece seal capability of each firefighter qualified to use SCBA shall be verified by qualitative fit testing on an annual basis and whenever new types of SCBA or facepieces are issued. Each new firefighter shall be tested before being permitted to use SCBA in a hazardous atmosphere. Only firefighters with a properly fitting face piece shall be permitted by the Department to function in a hazardous atmosphere with SCBA.

The member responsible for SCBA inventory control, maintenance and repairs shall coordinate the Department's annual qualitative fit testing for firefighters' SCBA face pieces. Each shift shall conduct its own fit testing through the use of the Department's Porta-Count fit tester. Firefighters scheduled for vacations or Kelly Days on their shift's initial day of testing shall be fit tested on another one of their shift days as soon as possible. Firefighters failing to attend any of the scheduled or make-up days for SCBA face piece fit testing shall be removed duties that require the use of respiratory protection equipment until such time they complete the required annual testing.

Self inspection program

The Sandusky Fire Department has initiated a Business Self-Inspection Program. This voluntary program is free of charge and is designated for the general business community that has a low hazard potential for fires and life safety concerns. The Primary occupancies targeted for this program are small offices, stores, markets, beauty shops and barber shops. These are identified

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in the local building code as “B” and “M” occupancies. The self-inspection program will allow these “low-hazard” businesses to be inspected by the owner or manager, on a twelve month inspection cycle. By allowing the owner or manager to identify and eliminate common fire hazards, we will encourage them to continue to maintain a fire-safe environment for their business without an annual visit from the Fire Department. The Fire Department will conduct random audits of paperwork and regular inspections every four years.

Search (10/30/2002)***Purpose***

It is the responsibility of the Search Officer to coordinate the primary search efforts in the area assigned. If no specific area is given, then Search is responsible for searching the entire building. The Sandusky Fire Department shall use the "Oriented" method of search at all structure fires with savable victims.

Responsibilities of Search officer

- Keep crew safe
- Coordinate the primary search of the assigned area
- Keep Command informed.

Primary Search

A primary search should be conducted initially at all structure fires with savable victims; it should be rapid and systematic.

Secondary Search

This is a slow, methodical search to locate deceased victims. It should be conducted after the Incident Manager has declared the fire under control.

Relationship with "Backup"

The Backup officer should have the appropriate line pulled and be providing protection for the Search officer and his/her crew. The Search crew need not drag their hose line. (See S.O.G. on "Backup")

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Oriented Search

Search officer

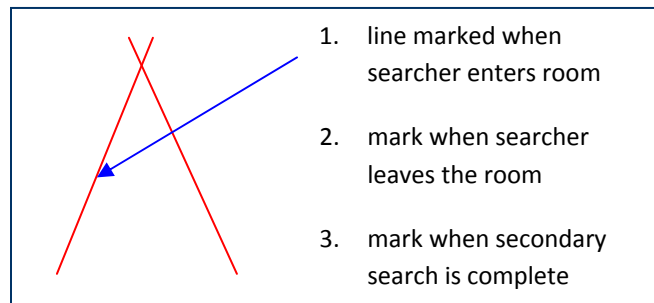
Coordinates the search (Search officer is the oriented person)

Oriented person should carry the **Thermal Image device** and a **portable radio** and **chalk**.

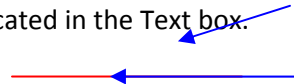
Oriented person must stay in voice contact with the searchers.

The Oriented person determines the direction of search (*left hand or right hand*). The oriented person should know where the search crew is in relation to the exits. It will be this officer's responsibility to find the way out, even if the Thermal Image Device should fail. Keep going over in your mind, **How do we get out?**

Stay alert to changing fire conditions.



Search officer marks the door to a room as indicated in the Text box.



Search methods

The search crew should consist of two or three persons. The oriented person and the searchers cannot switch jobs once the search is under way, doing so will make finding the way out more difficult. Before entering a room, the oriented person can hand off the Thermal-imaging device to the searcher for a quick look. The oriented person stays at the door or entrance to a room.

If the searcher finds a room off a room, he should tell the oriented person, if it is a bathroom or small room, the searcher can enter and search it. If the room is large, the oriented person should move up from the hallway to the door of the new room.

In high-rise or apartment building, the crew should concentrate on one side of the hall at a time. First, select the side of the building that the occupants will be in the greatest danger (room above a fire or the downwind side of a structure). The oriented person should remain in the hallway, again at the door.

Removal of Victims

If a victim is found the searcher should drag the victim back to the oriented person, who will lead the searcher out. The oriented person can then direct the next search team to the area. If

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the searcher cannot remove the victim, then the oriented person should enter the room to assist.

Remove all savable victims from the structure or, in the case of a high-rise, multifamily, or hospital they should be taken to an area of safe haven.

If the victim is obviously deceased, leave the body where it is found to aid in the fire cause determination.

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Sectorization

Sectorization is dividing the incident into manageable units. There are three types of Sectors.

Functional:

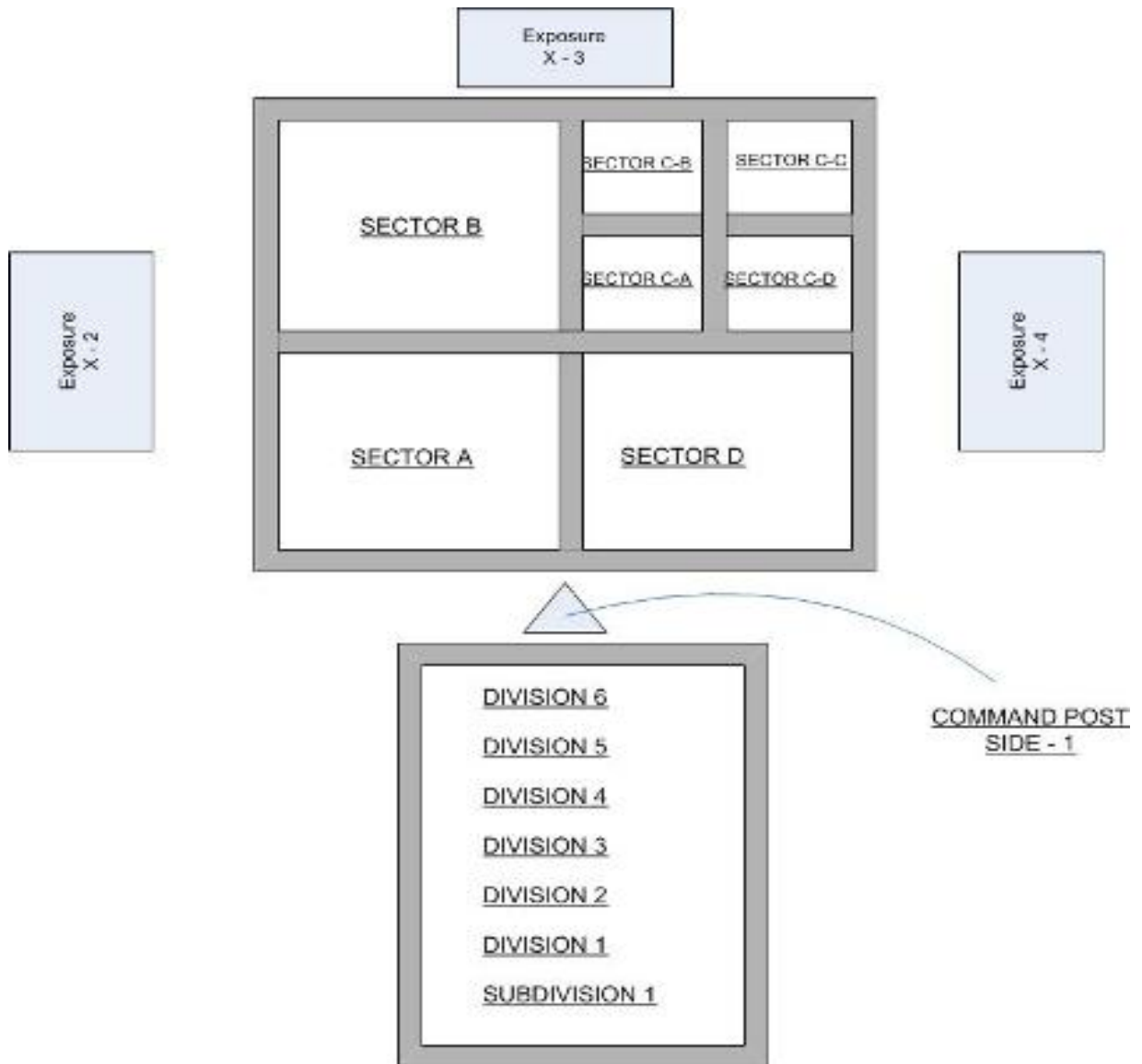
Functional defines a specific task. Functional sectors are referred to as “groups” (such as Attack Group).

Geographic:

Geographic defines an area. Geographic sectors are referred to as “sectors” (such as Sector C). Floor levels are called “divisions”.

Combination:

Combination may be functional and geographic. An example would be Division Attack or Sector “A” Search. The following diagrams will indicate how we will sector incidents.



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Staging

The Sandusky Fire Department shall use staging at every incident to which they respond. All members shall review and understand the following procedure:

Level 1 Staging

The first unit on the scene shall leave access at the front of the building and give a size up report that includes the following information: truck number, address, a brief condition report, and the command mode.

- If the first in unit participates in the incident the next in unit comes up and formally takes Command. On receipt of this announcement, all responding units shall stage at an appropriate location and await assignment from Command.

Engines

Engines should stage themselves at an intersection in their direction of travel and identify the nearest water supply. If the supply source has been covered by another engine, try to come in from another direction. When laying a supply line try to stay close to the curb to allow access to the front of the building.

Trucks

Trucks should position themselves at an intersection that gives them the best access to the front of the building.

Ambulances

Ambulances should stage as close as possible to the incident. They must not be in a position that can be blocked by apparatus or hose lines.

Level 2 Staging

Level 2 Staging is used for staging at incidents beyond the first alarm. Command chooses the site where incoming apparatus are to stage. This location must be relayed to dispatch.

Incoming units go to that area and not to the fire. The staging area is under the direction of an officer, given the title of "Staging"

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Two in Two out

Once firefighters begin an interior attack or operation where the fire situation is beyond the incipient stage, the Two in Two out rule shall apply .

When required

Any structural fire beyond incipient stage⁸ is considered to be an IDLH (*Immediately Dangerous to Life and Health*). All firefighters engaged in interior firefighting shall wear SCBA and operate in teams of two or more. At least one team of two or more shall be outside the IDLH atmosphere ready to rescue firefighters inside the structure.⁹

Exceptions to the rule

The first Company Officer on scene may deviate from this rule in an emergency operation where immediate action is necessary to save a life. These deviations must be exceptions and not standard practice. Any time a deviation is made; documentation in the form of a Memo shall be filled out by the Incident Manager and forwarded to the Fire Chief for review.

Team requirements/communication

Two or more firefighters shall be assigned to Tasks or Sectors to work as teams.¹⁰ Firefighters assigned to the interior of the structure shall operate in a buddy system and maintain voice or visual contact with one another at all times. Radio contact is not acceptable to replace visual or voice contact.

Training Requests (Friday, March 28, 2008)**Purpose**

To establish a universal guideline for the processing of training requests within the Sandusky Fire Department.

⁸ Review the "Response to reported and viewed conditions" Operating Guidelines

⁹ Review the "R.I.T" and "Backup Sector" Operating Guidelines

¹⁰ Review the Accountability Operating Guidelines

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Scope

This guideline shall apply to all fire department personnel. It shall be the responsibility of each member to review and follow this guideline.

Definitions

Mandatory Training – Training that is required by the employer to improve and/or maintain proficiency within the scope of the applicants' job specific duties.

Non Mandatory Training – Training that is not required but may benefit the department and the applicant in the performance of their work.

General

The training mission of the fire department is to provide opportunities that will enhance the knowledge, skill and ability of our personnel. The submission of requests shall be evaluated on the basis of category, merit and scoring. **Any training that requires travel outside of Ohio must be accompanied by a justification narrative.**

Mandatory Training

All training that is determined to be in the mandatory category shall be compensated per the current labor-management agreement. All attempts shall be made to schedule these training opportunities in a manner that does not create significant expense to the department.

Non-Mandatory Training

Training that is determined to be in the non-mandatory category shall be evaluated on the following criteria and scoring range. Criteria 1 and 6 shall be evaluated 0 or 1.

Criteria 2 – 5 shall be evaluated from 0 – 1 in .25 increments. The Fire Chief will use this scale to determine the level of approval. Shift Commanders and Training Officers may use this scale to determine their approval decision.

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1. Was the training budgeted for in the previous budget cycle?
____yes____no____pts. (0-1)

2. Does the applicant support the mission of the organization, demonstrated by professional conduct, adherence to polices and promotion of a healthy work environment?
____yes____no____pts. (0-1 in .25 increments)

3. Does the training have value to the department?
____yes____no____pts. (0-1 in .25 increments)

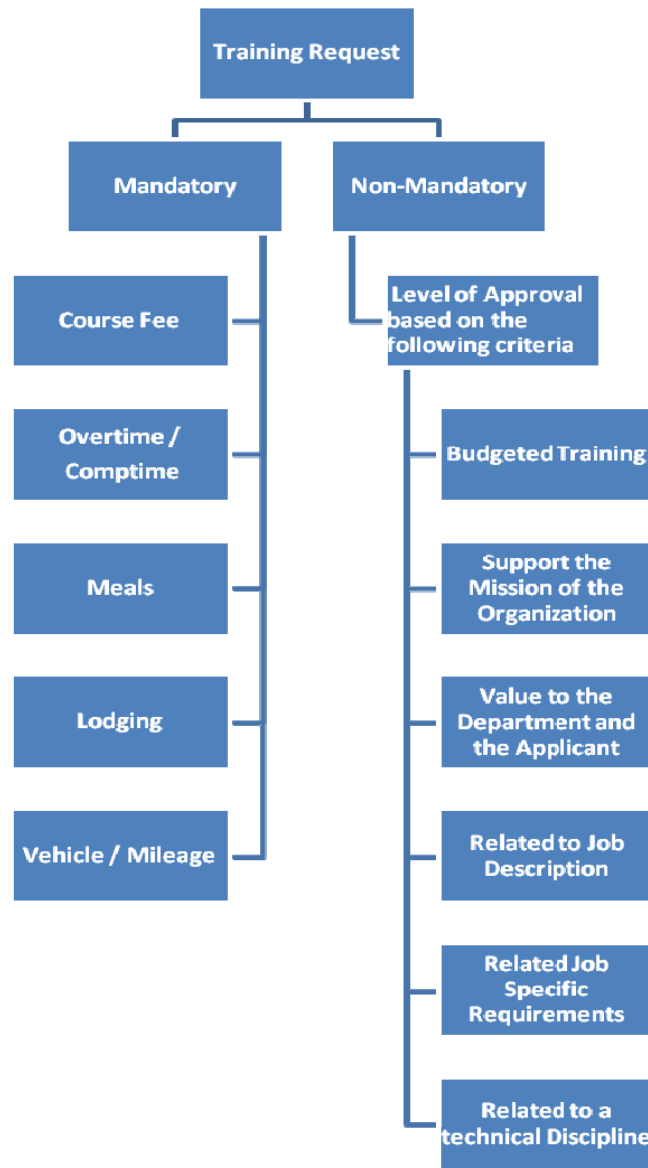
4. Is the training related to the applicants' job description?
____yes____no____pts. (0-1 in .25 increments)

5. Is the training related to the applicants' specific job responsibilities?
____yes____no____pts. (0-1 in .25 increments)

6. Is the training related to a specific technical discipline used at SFD?
____yes____no____pts. (0-1)

Total Score _____ Assistant Chief _____

Training Request Process



Working out of classification (W.O.C.) (3/3/2007)

Scope

The purpose of this policy is to establish the guidelines for the assignment of firefighters working in the capacity of an officer. The M.S.O. eligibility guidelines shall be followed where applicable. The following rules will be followed except in cases of an extreme emergency.

- a. The most recent Fire Lieutenant Eligibility List shall be used to determine eligibility for W.O.C.
- b. The on duty Firefighter ranking highest on this list shall have the first opportunity to work. He/she may refuse and the next person on the list will be offered the opportunity to work.
- c. In the event the list of eligible Firefighters becomes expired, the W. O. C. assignment shall be filled at the discretion of the Officer in Charge using his/her own **best judgment**. Consideration shall be given to Seniority and familiarity of their response district
- d. Firefighters working W.O.C shall assume the full duties of the officer assignment.
- e. Personnel working W.O.C will be compensated at the appropriate rate of pay for actual hours worked. There will be no trading of W.O.C. hours. If W.O.C. personnel must leave shift (trade time, sick time etc.), the next eligible shift W.O.C. candidate will be offered W.O.C.

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Work performance evaluation

Background:

The Sandusky Fire Department Work Performance Evaluation (WPE) will measure an individual's ability to physically perform essential functions required to execute the duties of a firefighter. The Sandusky Fire Department has established a minimum level of acceptable performance that protects the safety of the firefighter and provides the appropriate delivery of fire suppression and rescue services to the community. All sworn firefighters will be evaluated.

Objectives:

The following circumstances will require a firefighter to participate in the WPE:

- 1.) Annual evaluation for all sworn firefighters to measure their ability to perform firefighting tasks
- 2.) Return from extended sick or medical leave or return from limited duty
- 3.) The firefighter wishes to return to full duty after accepting a medical pension
- 4.) Performance measure for promotions
- 5.) For any supervisory concerns with fitness for duty

Measures:

Pass and fail will involve the following criteria:

1.) Allotted time parameters:

- A.) Passing time: 8 minutes and 44 seconds or less
- B.) If the firefighter test time falls between 8 minutes and 45 seconds and 9 minutes and 34 seconds, the firefighter will be re-evaluated after a 72 hour period.
- C.) If the firefighter evaluation time is greater than 9 minutes and 35 seconds, they will be referred to Wellness for further evaluation and a peer fitness coordinator will be assigned for physical fitness evaluation.
- D.) If the firefighter fails to complete the second evaluation, they will be assigned to a Peer Fitness Trainer for a period of 90 calendar days for fitness conditioning and will then have to pass the WPE successfully.
- E.) *If at the end of the 90 calendar day fitness period the firefighter is still unable to perform the required WPE, they will be referred to Firelands Corporate Health for detailed analysis. FCH will meet with the firefighter to provide medical follow-up and conditioning programs.*

2.) WPE may be terminated by the evaluator for medical or safety reasons:

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- A.) If the evaluator feels that the firefighter is operating in an unsafe manner or a medical condition exists that could place the firefighter in jeopardy, the evaluation may be called off.
- B.) Under the case of potential medical problems the on-site paramedic should be called in for evaluation of the firefighter.

Overview:

The SFD incumbent WPE consists of 9 events designed to measure the physical ability of a firefighter to perform the skills required to operate effectively on an incident.

- 1.) Donning of PPE and SCBA (this event is not timed)
- 2.) Ladder Carry & Raise
- 3.) Forcible Entry Simulation
- 4.) High Rise Pack Carry
- 5.) Hand Line Advancement
- 6.) Hand Line Pull
- 7.) Ceiling Breach & Pull Simulation
- 8.) Equipment Carry
- 9.) Victim Rescue and Drag

The events are continuous and firefighters are encouraged to pace themselves and move through the events safely. The donning of the personal protective equipment is not timed to ensure that all PPE is secured, enabling members to perform the evolutions safely within the required timeframe.

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Events 2-9 are the timed events of the WPE. Firefighters are encouraged to move through the events continually and as safely as possible. **RUNNING IS NOT ALLOWED AT ANY TIME** during the evaluation. Successful completion of the WPE requires the firefighter to complete events 2-9 in 8min 44 seconds or less.

Procedures:

The safety of the firefighter will be the top priority during the administration of the WPE. The strenuous nature of the WPE requires firefighters to be monitored closely throughout the evaluation process. The evaluation WILL NOT be administered when the following environmental conditions exist:

Temperature > 85 degrees Fahrenheit

Heat index > 90

Temperature < 40 degrees Fahrenheit

Wind-chill factor < 32

The WPE will be administered collectively through the Training Division. All evaluators will be trained in the WPE procedures. Peer Fitness Trainers will be utilized as evaluators.

A fully equipped SFD paramedic will be on scene for any medical emergencies that might arise. Fully equipped consists of tech kit, medic box, oxygen, defibrillator, and portable fire radio.

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All firefighters performing the evaluation will be given a training session prior to administration of the evaluation consisting of:

- 1.) Viewing of WPE video
- 2.) Safety precautions
- 3.) Verbal and written description of WPE procedures
 - a.) Description of each task to be performed
 - b.) Explanation of scoring method
 - c.) Time allotment for evaluation
 - d.) Acceptable performance techniques

The evaluators will constantly monitor firefighters during performance of the evaluation procedures. If the proctor determines that safety is compromised, the firefighter performing the task will be stopped and instructed in the proper technique. Time will continue to run during this period.

The individual WPE shall be terminated for the following reasons:

- 1.) Evaluator feels that an unsafe technique may lead to injury.
- 2.) A medical condition that exists may place the firefighter at risk.
- 3.) An environmental condition exists that may place firefighter at risk.
- 4.) Any failure in WPE equipment

Medical Guidelines:

- Prior to beginning the WPE, a baseline set of vitals including blood pressure and pulse will be taken and recorded.
- Upon completion, a second set of vital signs shall be taken and recorded.
- If the pre - evaluation blood pressure is 180/100 or greater the firefighter may not participate in the WPE.
- A pulse rate of 120bts/min or greater will exclude the firefighter from participating in the WPE.
- The firefighter will be asked about any existing medical condition, illness, or injury that may prohibit them from participation in the WPE.
- Throughout the WPE, the evaluators will monitor each firefighter for injury potential. If the evaluator believes that the firefighter is using unsafe techniques (even after being corrected), the evaluation will be terminated.

WPE Descriptions:

Event 1: Personal Protective Equipment:

This event allows the firefighter to safely don their complete issue of personal protective equipment. The hood may be removed before moving to the ladder carry, but everything else must be worn for events 2-9.

Firefighter is to don a complete set of turnout gear, pants, boots, and coat, SCBA with face piece, and helmet. The firefighter will move to a position that places them at the proper lifting point of their SCBA, lift and secure the SCBA, secure face the piece, then engage the second stage regulator. **Then, signal "ready" for testing by raising either arm.** *(If the firefighter runs out of air during any event they will remove and store second stage regulator and continue the evaluation with ambient air. Time will continue to run during this procedure.)*

Event 2: Ladder Lift and Carry:

This event simulates the firefighter's ability to handle a 16' ground ladder. Then raise a 24' extension ladder.

The firefighter will perform a one-person lift and carry of a 16 feet ground ladder from a marked starting position to a marked ending position and set ladder down. The firefighter then moves to the top rung of a 24 feet extension ladder, lifts the unhinged end from the ground, and walks it up until it is stationary against the wall. **Move to the next event.**

Event 3: Forcible Entry Simulation:

This event simulates the critical task of using force to open a locked door or to breach a wall.

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The firefighter walks 75 feet to the forcible entry machine, picks up a 10 pound sledge hammer and strikes the measuring device in the target area until the buzzer is activated or until the evaluator tells you to stop. **Move to the next event.**

Event 4: High Rise Pack Carry:

This event simulates the firefighter's ability to carry a high-rise pack to an upper story location.

The firefighter walks 65 feet to the marked area, picks up the high-rise pack, and places it over their shoulder. The firefighter then walks 10 feet to the simulated stair platform. The firefighter then simulates climbing three floors by completely stepping up and down on the stair platform a total of 30 times. The firefighter then drops the high-rise pack at the step. **Move to the next event.**

Events 5 & 6: Combined Hand Line Advancement and Pull:

This event simulates the critical task of advancing an uncharged hand line and repositioning an uncharged hand line.

The firefighter walks 75 feet to the uncharged hose line, picks up the nozzle and advances the hand line 75 feet to the marked position. The firefighter places the hand line down and crawls back 50 feet keeping one hand in constant contact with the hand line. The firefighter then turns around and faces the nozzle, maintaining their kneeling or sitting position on the floor and pulls back 50 feet of the hose. **Move to the next event.**

Event 7: Ceiling Breach & Pull Simulation:

This event is designed to simulate the critical task of breaching and pulling down a ceiling to check for fire extension.

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The firefighter walks 75 feet to pick up a pike pole. The firefighter then raises the pike pole a total of 30 times. Both hands must grasp the pike pole handle. A complete repetition consists of fully extending both arms upward (with the elbow of the top arm extending at least to the shoulder of the same arm) and returning them to the starting position. (The bottom hand on the pike pole should be brought down to the waist). After 30 complete repetitions the firefighter places the pike on the ground.

Event 8: Equipment Carry:

This event is designed to simulate the critical task of carrying equipment to a fire scene and returning the equipment to the apparatus.

The firefighter walks 75 feet to a simulated compartment and removes the tools one at a time, placing them on the ground. The firefighter then carries the designated tools around a drum and back to the simulated compartment. The firefighter then puts the tools back. Tools are not to be dropped or thrown at anytime.

Event 9: Victim Rescue:

This event simulates the critical task of removing a victim or injured partner from a fire scene.

The firefighter walks 75 feet to the 165 lb. rescue dummy, lifts and moves the rescue dummy 37 ½ feet around a drum and returns to the starting position, placing the dummy in the marked area (for a total distance of 75 feet). The firefighter may not grab or rest on the drum at any time.

- ***WPE is complete; move to rehabilitation area.***

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Sandusky Fire Department WPE Test

- Annual WPE Date: ___/___/___
- Return to duty WPE

Name: _____ Assignment: _____ Age: _____

DOB: ___/___/___

Baseline Vital Statistics

Blood Pressure: ___/___ Pulse: ___ Time taken: ___:___

Blood Pressure: ___/___ Pulse: ___ Time taken: ___:___

Completion Vital Statistics

Blood Pressure: ___/___ Pulse: ___ Time taken: ___:___

Blood Pressure: ___/___ Pulse: ___ Time taken: ___:___

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Event Tasks: _____ **Completion:** _____

1.) Donning of PPE _____

2.) Ladder Carry and Raise _____

3.) Forcible Entry Simulation _____

4.) High Rise Pack Carry _____

5.) Hand line Advancement _____

6.) Hand line Pull _____

7.) Ceiling Breach & Pull Simulation

8.) Equipment Carry _____

9.) Victim Rescue and Drag _____

Name of evaluator: _____ Signature: _____

Signature of firefighter: _____

Emergency Medical Operations (June 7, 2007)

Emergency Medical Operations

Purpose

The purpose of this guideline is to establish the universal delivery of emergency medical services for the fire department.

Scope

This guideline will define the placement, staffing and operation of advanced life support personnel and equipment. It is the responsibility of all uniform fire department personnel to review this guideline.

General

The fire department will provide emergency medical care in the most efficient manner using paramedic engines and paramedic ambulances. The following general guidelines shall be used:

Fire department ambulances shall be positioned at station 1 and station 3. 913 at station 3 and 911 and 917 at station 1.

All ambulances shall be staffed daily with at least one paramedic. Medic engine 927 shall also be staffed with at least one paramedic.

The city will be divided into three EMS Districts. (see run books) Ambulances may respond across districts when the need occurs. Shift Commanders may exercise discretion to meet the operational needs of the department and the emergency needs of the community.

Engines in outside districts (923, 927) shall be equipped with advanced life support capability (defibrillator and trauma bag)

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Station One

- Station One shall be staffed with a minimum of six personnel of which two are paramedic certified.
- Station One shall respond 911 or 917 (If 911 is out on a call) on ambulances calls in their respective district and/or across districts as determined by need and at the discretion of the shift commander.
- Station One shall respond additional assistance (921, etc.) on all ALS calls within their district.

Station Three

Station 3 shall be staffed with three personnel of whom one is paramedic certified.

Depending on the type and severity of the incident, Station 3 will respond all personnel on 913 or 923. They will respond 913 on ambulances calls in their respective district and/or across districts as determined by need and at the discretion of the shift commander. 913 shall request additional assistance as needed. It is the goal of this SOG to keep station 3 personnel in their respective district as much as possible. They will respond 923 on all non-EMS calls as determined by the shift commander.

Station Seven

Station Seven shall be staffed with three personnel of whom one is paramedic certified.

Station Seven shall operate a medic engine and respond to all requests for service within their respective district as directed by the shift commander.

Standard of Care

All fire department personnel shall exercise good judgment and provide expedient and efficient emergency medical care. It is our goal to provide quality care while maintaining the highest standard of delivery and transport.

Emergency Medical Response to Non-EMS Incidents

On general alarm assignments, an ambulance from station 1 shall respond to meet the needs of the incident as determined by the shift commander. Shift commanders shall exercise

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discretion in vehicle assignments and staffing. This may necessitate “*laying up*” an engine or a ladder in order to provide emergency medical service capability on the scene

EMT-IV (REVISED JANUARY 20, 2003)**Protocol Dr. John Schill, MD**

Can an EMT-I start an IV under the direction of a Paramedic if it is not listed in the protocol?

The answer is YES. An EMT-B or an EMT-I can do anything they are trained to do under the direction of a Paramedic. This not only includes starting an IV by an EMT-I which is indicated for the Paramedic level but not the EMT-I level based on the run, but also placing the patient on a cardiac monitor, setting up an IV or any other function they have been trained to do.

There were also numerous questions regarding the EMT-I’s and what they can do without an EMT-P. There are two issues, which need to be addressed. The first is that the State of Ohio is updating what the EMT-I can do. I understand they will be adding drugs that can be administered by the EMT-I and that a course to update the training is being produced. The second is that, based on comments during the in-services, not all the EMT-I’s are trained at the same level. Some have indicated they have been trained to Defibrillate and others have not. The Chief’s are in the process of putting together a list of all the EMT-I’s and their level of certification. Once these have been addressed, we will review the protocol and make the necessary updates.

I will keep everyone posted on the progress. If you have questions or concerns, please call or let me know so that they can be addressed.

Patient Care (June 7, 2007)**Purpose**

Last Revision (8/6/2009)

To establish a universal guideline for the delivery of emergency medical service and to provide a uniform standard of patient management.

Scope

This guideline shall apply to all fire department personnel. It shall be the responsibility of each member to review and follow this guideline.

Definitions

Highest Trained EMT - refers to the level of training (EMT-B, EMT-I, EMT-P) as defined in the Ohio Revised Code 4765 for **EMT Scope of Practice**.

General

The mission of the Sandusky Fire Department is to provide the most efficient and highest level of care to our customers. In doing so, it is the responsibility of the highest trained EMT to supervise proper patient management. This responsibility includes, but is not limited to, assigning appropriate care responsibilities, monitoring patient care procedures, assuring quality care, stocking supplies, cleaning and decontamination of the vehicle and equipment. Patient management responsibilities shall be assigned by the highest trained EMT provider and shall take into consideration the condition of the patient and scope of practice of EMT providers.

EMT-B's and EMT-I's may be assigned any task that does not exceed their statutory scope of practice. All care provided shall be in accordance with Ohio Administrative Code 4765-9-01 (A-P) **Professional Standards of Conduct**. It is also our mission to maintain skill proficiency at all levels of patient care. It is expected that all Firefighter / EMT's, regardless of level of training, shall perform within their respective scope of practice

Direct Patient Care

Last Revision (8/6/2009)

It shall be the responsibility of the highest trained EMT to assign patient management strategies based on the scope of practice of the crew and the needs of the patient. If the patient requires Basic Life Support (BLS) care, the EMT-B or EMT-I can be assigned to patient care in the patient care area (back). They become the provider of record. The highest trained EMT (paramedic) shall review the written report and initial. It shall be the responsibility of the basic care provider to inform the highest trained provider of any change in patient status that requires treatment beyond their scope of practice. The highest trained provider shall then assume patient care.

If the patient requires advanced life support (ALS) care, the highest trained EMT (paramedic) shall manage the patient in the patient care area (back) and become the provider of record. For any response where the level of care is in question, the highest level trained EMT (paramedic) shall manage patient care in the back and complete the written documentation.

The highest trained provider (medic) is ultimately responsible for overall patient care.

Documentation

It shall be the responsibility of the ***provider of record*** to document the incident and complete the necessary reports. Documentation shall be spell-checked, grammatically correct and accurate.