

**Pulaski County Fire Protection District #5
dba Sherwood Fire Department**

**Standard
Operating
Procedures**



S.O.P.'s

Effective Date: 11/22/2005

STANDARD OPERATING PROCEDURES

Table of Contents

	Organizational Chart	2
Section 1	Formation of the Department	6
Section 2	Roles and Authority of Department Officials	6
	Fire Chief	7
	Assistant Fire Chief	8
	Battalion Chief	9
	Captain	10
	Lieutenant / Driver Operator	11
	Firefighter	11
	Fire Marshal	12
	Fire Investigator	12
	Occupancy Management Officer	13
	Fire Prevention Officer	13
	HR/Professional Development Officer	14
	Training Officer	14
	Health and Safety Officer	14
	Operations Officer	15
	Apparatus Maintenance Officer	15
	Station Maintenance Officer	16
	WMD Response Officer	16
	Administrative Officer	16
	Logistics and Supply Officer	17
	Administrative Assistant	17
Section 3	Chain of Command	18
Section 4	Drug-free Workplace	19
	Drug Policy	19
	Definitions	19
	General Provisions	20
	Drug and/or Alcohol Tests	21
	Testing Process and Procedures	22
	Maintenance of Records	24
Section 5	Rules of Conduct	25
	General Provisions	25
	Behavior Prohibited	26
	Change of Employee Data	26
	Neglect of Duty	26

STANDARD OPERATING PROCEDURES

	Insubordination	27
	Failure to Perform Duties Properly	28
	Improper Conduct	28
	Incompetence	31
Section 6	Personnel and Staffing	31
	Promotions	31
	Leave	31
	Minimum Hourly Work Requirement	32
	Fair Labor Standards Act	32
	Meal Periods and Breaks	33
	Administrative Records	33
	Visitors	34
	Staffing of Stations and Apparatus	34
	Minimum Training Requirements	35
Section 7	Disciplinary Matters	35
	Basis for Discipline	35
	Factors of Disciplinary Action and Process	36
	Complaints, Investigations and Disclosure	37
	Suspected On-Duty Substance Abuse	39
	Determining Proper Disciplinary Action	40
	Suspension, Demotion or Termination	41
	Appeals of Disciplinary Actions	42
Section 8	Uniform and Personal Appearance	43
	General Personal Appearance Standards	43
	Uniforms	43
	Protective Clothing and SCBA Policy	45
Section 9	Operations of Vehicles and Apparatus	45
	General Provisions	45
	Emergency Response	46
	Non-Emergency Operation	46
	Use of Seatbelts	47
	Backing	47
	Care and Maintenance of Vehicles and Apparatus	47
	Weekly Maintenance Checks	48
	Collisions or Damage to Vehicles or Apparatus	48
	Fueling of Vehicles and Apparatus	49
	Security of Vehicles and Apparatus	49

STANDARD OPERATING PROCEDURES

Section 10	Equipment Maintenance	49
	General Provisions	49
	Personal Protective Equipment Maintenance	50
	Apparatus Equipment Maintenance	50
	Station Equipment Maintenance	50
	Lost, Stolen or Damaged Equipment	51
Section 11	Station Maintenance	51
	General Provisions	51
	Daily Cleaning Duties	51
	Weekly Cleaning Duties	52
	Monthly Cleaning Duties	52
	Seasonal and Special Duties	52
Section 12	Reports and Written Communications	52
	General Guidelines	52
	Incident Report	53
	Maintenance Report Form	53
	Inspection Report Form	54
	Burn Permits/Burn Permit Log	54
	Interaction Report	54
	Written Correspondence	55
	Freedom of Information Requests	57
Section 13	Radio Communications Protocol	57
	Use of Radio Systems	57

STANDARD OPERATING PROCEDURES

SECTION 1: FORMATION OF THE DEPARTMENT

Formation of Department:

The Pulaski County Fire Protection District # 5, dba Sherwood Fire Department, was formed in August 2005 by a resolution from Pulaski County Judge Floyd G. "Buddy" Villines. The Board of Commissioners is a five-person board appointed by the Pulaski County Judge made up of local homeowners and businesspersons that oversee the actions of the Fire Department, represent the citizens of the Sherwood Fire District, and ensure proper checks and balances.

State Law:

The Sherwood Fire Department operates under authority of the Arkansas Fire Prevention Code, in which the Fire Chief is an ex officio deputy to the fire marshal under the Fire Prevention Act, A.C.A. §§ 12-13-101 through -116 (Repl. 2003).

Purpose:

The Board of Commissioners has approved these Standard Operating Procedures that define the requirements and expected standard of action for employees. These procedures have been established for the good of the department, and must be followed by all employees. In all respects, these procedures should comply with all federal, state, and local laws and statutes, and the Bylaws of the department, hereinafter, "Laws." If at any time, any statement contained herein conflict with any Laws, the Laws shall prevail. If any statement contained herein is found subservient to Laws, the remainder of the document shall remain in effect. Every effort shall be made to ensure that the procedures contained herein reflect the most appropriate and beneficial procedures for the Department.

Scope:

These procedures apply to all employees. **These procedures do not supersede Standard Operating Guidelines providing on-scene Strategic Incident Command.**

SECTION 2: ROLE AND AUTHORITY OF DEPARTMENT OFFICIALS

It is the intention of this section to list some of the responsibilities and authorizations of each major job function. The information following is not all-inclusive, and is subject to change. The ranks of Fire Chief, Assistant Chief, and Captain are referred to as Fire Officers. The general rank of Firefighter along with those previously mentioned refers to the work classification of employees.

The titles of On-Duty Supervisor, On-Duty Driver, and On-Duty Firefighter refer to the shift classification of employees. Any person of any work classification can hold any position of shift classification if they are so qualified. For example, a Captain

STANDARD OPERATING PROCEDURES

may work a shift as an On-Duty Firefighter or a Firefighter may work a shift as an On-Duty Supervisor. Generally the higher work classification will hold the higher shift classification. More details are provided in Section 6.

Specialized classifications such as Training Officer, Maintenance Officer, Fire Marshal, Investigator, Safety and Health Officer, and Fire Prevention Specialist may be assigned regardless of work classification.

Fire Chief

The Fire Chief is appointed by and reports to the Board of Commissioners of the Pulaski County Fire Protection District #5, dba Sherwood Fire Department.

The Chief shall have full control of the apparatus and effects of the Department and staff while in the fire station and at all fires, inspections, drills, parades, etc. The Chief shall be responsible to the Board of Commissioners for the keeping and filing of all records and reports of the Department, and such other duties as shall hereafter be prescribed.

The Fire Chief is considered be the Chief Fire Officer. The Fire Chief is also the chief executive of the fire department. In accordance with the bylaws of the Board of Commissioners, he/she has direct charge, control, management, and direction of the department, pertaining to duties, with authority to transfer or assign employees specific departmental duties.

The responsibilities of the Fire Chief are to:

- a) Provide an annual budget to the Board of Commissioners.
- b) Handle the daily operations of the fire department.
- c) Ensure that the fire department is operated in a fiscally responsible manner.
- d) Ensure that the fire department is operated in the most efficient manner possible that provides the highest level of public safety and emergency response.
- e) Ensure the safety of the public and the firefighters by setting training standards and drills for firefighters.
- f) Increase the public's awareness of fire sensitive issues.
- g) Investigate all fires for cause, origin, criminal activity, and other matters of standard fire investigation.
- h) Inspect and review all new commercial, governmental, educational, institutional, religious, dense residential, and industrial occupancies to ensure the safety of the structures and verify compliance with the Arkansas Fire Prevention Codes before they are built.
- i) Inspect all existing commercial, governmental, educational, institutional, religious, dense residential and industrial occupancies on a regular basis to ensure the safety of the structures and verify compliance with the Arkansas Fire Prevention Code.
- j) Establish safety programs and awareness that will increase the safety of the employees in their official actions.

STANDARD OPERATING PROCEDURES

- k) Ensure that all fire apparatus and equipment is functioning in the proper manner.
- l) Ensure that proper National Fire Incident Reporting System (NFIRS) reporting is completed and received by the Arkansas Fire Academy.
- m) Ensure that the proper Act 833 paperwork is filed annually with Pulaski County Office of Emergency Management.
- n) Establish, review, and revise a set of General Orders; and to ensure that all employees have access to and understand the General Orders, Rules, Regulations, Administrative Policies, Employee Policies, Standard Operating Procedures, and Standard Operating Guidelines of the Department.
- o) Maintain a workplace free of drugs and workplace harassment.
- p) Attend the meetings of the Board of Commissioners and the Sherwood City Council, and report any appropriate business or information.
- q) Specify response districts and response guidelines for each station, and direct the staffing and placement of companies, apparatus, and equipment.
- r) Respond to any alarm, and assume direct command as needed.
- s) Perform problem resolution, provide counsel and ensure adherence to the Employee Policies, Standard Operating Guidelines (S.O.G.'s) and Standard Operating Procedures (S.O.P.'s); and take necessary disciplinary actions.
- t) Set meeting dates and times of Chief Officers, Captains, and all other department personnel as needed.
- u) Delegate any of the above duties, as he/she deems appropriate to ensure the efficient operation of the department.

The Fire Chief is authorized to:

- a) Employ, terminate from employment, promote, demote, and administer discipline to department employees in a fair and consistent manner.
- b) Purchase property, sell departmental property, dispose of department property, and compensate employees or private contractors as authorized.
- c) Implement, review, and revise policy as authorized.
- d) Implement short-term and long-term programs and create departmental divisions.
- e) Create short-term and long-term plans for the direction of the fire department.
- f) Enforce the ordinances of the City of Sherwood that pertain to fire department issues, the Arkansas Fire Prevention Codes (I and II), and Arkansas State laws that pertain to fire department issues.
- g) Assign duties and grant powers to officers of the fire department as deemed necessary.
- h) Perform other tasks necessary to carry out the daily operations of the fire department.

Assistant Fire Chief

The Fire Chief may appoint one or more persons to the rank of Assistant Fire Chief to serve as a high-level manager and assume the duties and

STANDARD OPERATING PROCEDURES

responsibilities of the Fire Chief in the event of his/her absence. An Assistant Chief is considered to be a Fire Officer.

The responsibilities of the Assistant Chief are to:

- a) Ensure adequate management of the responsibilities or programs assigned to them by the Fire Chief.
- b) Ensure the use of the chain of command.
- c) Attend the meetings of the Board of Commissioners to assist the Fire Chief and report specialized information from their appointed division.
- d) Ensure the most efficient operation of the fire department.
- e) Properly execute any other responsibilities as dictated by the Fire Chief, whether written or oral.
- f) Be able to perform all of the duties of those that hold the rank of Captain.
- g) Fill the role of the Fire Chief in his/her absence.

The Assistant Chief, with approval of the Fire Chief, is authorized to:

- a) Purchase equipment or supplies for their respective division.
- b) Counsel employees and administer discipline or termination in a fair and consistent manner.
- c) Give orders to subordinates and delegate authority as necessary to carry out the daily operations of the department.
- d) Execute other commands delegated to them by the Fire Chief.

Battalion Chief

The Battalion Chief will be the overall supervisor for the shift to which they are assigned for the duration of the shift. He/she will have full control and responsibility for all fire suppression, emergency medical services (EMS), Motor Vehicle Accident (MVA), and any other call requiring the response of more than two companies during the shift. The Fire Chief will specify a Chief Officer, or Senior Captain to fill this position.

The responsibilities of the Battalion Chief are:

- a) Under the general direction of the Fire Chief or Assistant Fire Chief, will be in immediate command and responsible charge of the extinguishment of fires, saving life and property, personnel, stations, and equipment in the fire district during assigned shifts.
- b) Respond to, and establish command at all alarms during the shift as directed by the Fire Chief.
- c) Conduct a daily roll call, and rove and assign personnel as needed to assure complete and efficient coverage of all stations and apparatus.
- d) Complete an inspection of all stations, apparatus and equipment once daily to insure proper operation and cleanliness.
- e) Ensure efficient daily operations of the department.

The Battalion Chief, with the approval of the Fire Chief, is authorized:

- a) To counsel employees and recommend disciplinary action(s) in a fair and consistent manner.

STANDARD OPERATING PROCEDURES

- b) To give orders to subordinates and delegate authority as necessary to carry out daily operations of the department.
- c) To execute official duties in a fair and precise manner.

Captain

Those appointed to the rank of Captain may serve as a front line supervisor commanding a fire company, or may act as a Fire Officer during a shift. A Captain, under the direction of a superior officer and during his assigned shift, will have full charge of and be responsible for the firefighting operations of their company, the operation and condition of their station and apparatus, as well as the adherence to the S.O.P.'s and S.O.G.'s by the crew to which they are assigned.

The responsibilities of the Captain are to:

- a) Respond to all alarms to which the company is dispatched during the shift.
- b) Establish Command when first arriving on scene until relieved by a Battalion Chief or superior officer.
- c) Act as Battalion Chief when assigned.
- d) Conduct at least two hours of training during the shift for the company.
- e) Enter all designated records and data into the logbook and Firehouse as directed by a Chief Officer prior to the end of the shift.
- f) Ensure all apparatus, tools and equipment are cleaned and maintained for immediate use.
- g) Make certain that the station and grounds are cleaned on a daily basis.

The Fire Chief may assign each Captain a specialized area of responsibility within the department. The Captain will ensure that his/her individual area of responsibility is handled in a timely manner and the duties are completed professionally. The Captain will report regularly to their assigned Assistant Chief. If assistance is needed the Captain should request guidance from a superior officer.

Each Captain may be assigned three to seven firefighters. The Captain will communicate with his/her assigned firefighters and ensure that they:

- a) Understand all department regulations;
- b) Are familiar with basic firefighting, rescue, and emergency medical practices;
- c) Are familiar with department equipment and apparatus;
- d) Are familiar with the streets, major block numbers, fire hydrant locations, sprinkler connections, standpipe connections, and inspected occupancies within the fire district;
- e) Are familiar with the scheduling process;
- f) Are aware of any policy changes, memorandums, or other pertinent department business;
- g) Adhere to the chain of command regarding official department business.

STANDARD OPERATING PROCEDURES

A Captain must be proficient in all of the duties of a firefighter and should be capable of filling in as a Battalion Chief when necessary.

Lieutenant / Driver Operator

The Lieutenant / Driver Operator will drive and operate all fire department apparatus, and ensure said apparatus and all equipment assigned to the station to which they are assigned is in proper working condition and ready for immediate use at all times. The Lieutenant may be required to act as Captain when directed by a Chief Officer. A Lieutenant is considered an officer only when given the authority by his/her superior officer.

The responsibilities of a Lieutenant are:

- a) When assigned, to act as the company officer, and have charge of those members his/her junior.
- b) Under direction of the company officer, to have full charge of his/her vehicle and be responsible for its good condition and readiness for service at all times.
- c) To carefully examine all parts of the mechanical and electrical systems of the apparatus for proper function at each shift change. He/she shall see that the radiator, booster tank, fuel tank, and oil system are kept well supplied. He/she shall see that all frictional parts are kept well lubricated and that the motor, pump and other mechanical parts are kept clean and serviceable at all times. He/she shall inform the company officer whenever material, supplies or repairs are needed. Batteries shall be checked daily.
- d) He/she shall respond to all alarms and other emergency calls to which the company is assigned.

Firefighter

The rank of firefighter includes all persons, other than Fire Officers, that engage in firefighting, rescue, or emergency medical activities. Firefighters must complete a probationary period of one (1) year.

It is the duty of each firefighter to:

- a) Possess the basic knowledge necessary to engage in firefighting, rescue, or emergency medical activity. If a firefighter believes that they may need assistance or further instruction, it is their individual responsibility to notify their assigned Captain.
- b) Be very familiar with the layout of the fire district (i.e. streets, inspected structures, hydrants, etc.).
- c) Be familiar with the General Orders, Rules, Regulations, Policies, SOGs and SOPs of the department.
- d) Carry out any and all orders issued by a superior in a timely and professional manner.
- e) Be fit for duty physically, mentally, and emotionally upon reporting to and/or during the tour of official duty.
- f) Be capable of performing activity in extreme conditions and under stress.

STANDARD OPERATING PROCEDURES

- g) Be capable of carrying persons or heavy equipment, bending, lifting, climbing, jumping, swinging tools (i.e. axes), pushing, pulling, carrying equipment, and crawling.
- h) Be capable of operating all equipment necessary to perform the functions of a firefighter.
- i) Be able to successfully complete a generalized FEATS test at any time during employment.
- j) Be able to swim and to effect a minor water rescue should the need arise.
- k) Respond to all alarms that the company is assigned.
- l) Act as Lieutenant when so assigned by a Chief Officer.
- m) Have completed a successful term as a Probationary Firefighter and completed an evaluation with the department Training Officer.
- n) Clean and maintain the station in a condition of readiness at the direction of their immediate supervisor.

Fire Marshal

The Fire Marshal is a specialized position appointed by the Fire Chief.

It is the duty of the Fire Marshal to:

- a) Ensure the efficient operation of the Fire Marshal's Office.
- b) Investigate all fires in the district for cause, origin, and criminal intent.
- c) Develop and maintain a methodology of investigation and ensure that all investigations are conducted in a consistent and professional manner.
- d) Develop and maintain case files in a professional and organized manner.
- e) Maintain evidence in a manner so that the integrity of the chain of custody is not tainted.
- f) Attend any judicial proceeding as is necessary and required by an investigator of a fire.
- g) Strive for excellence in achieving national certification and receive annual training in the field of investigation.
- h) Maintain the burn permit log.
- i) Review and assess all plans for new structures to be built in the fire district that are submitted to the Permits and Planning Office of the City of Sherwood and make the changes necessary to bring the plans/building in compliance with the Arkansas Fire Prevention Codes and its referenced materials.
- j) Develop and maintain a system that allows for the efficient annual inspection of existing occupied structures, excluding residential, but including large apartment complexes.
- a) Develop and maintain a thorough fire prevention and inspection program for the district.
- b) Insure that all fire code violations are documented and corrected in accordance with the Arkansas State Fire Code.

Fire Investigator

A Fire Investigator is a specialized position appointed by the Fire Marshal with approval from the Fire Chief. The person holding this title may be an employee of any work classification.

STANDARD OPERATING PROCEDURES

It is the duty of the Fire Investigator to:

- c) Investigate all fires in the fire district for cause, origin, and criminal intent that are assigned by the Fire Marshal or Fire Chief.
- d) Utilize the methodology of investigation developed by the Fire Marshal and ensure that all investigations are conducted in a consistent and professional manner.
- e) Develop and maintain case files in a professional and organized manner.
- f) Maintain evidence in a manner so that the integrity of the chain of custody is not tainted.
- g) Attend any judicial proceeding as is necessary and required by an investigator of a fire.
- h) Strive for excellence in achieving national certification and receive annual training in the field of investigation.
- i) Develop and maintain a thorough fire prevention and inspection program for the fire district.
- j) Insure that all fire code violations are documented and corrected in accordance with the Arkansas State Fire Code.

Occupancy Management Officer

The Occupancy Management Officer is an appointed specialized position approved by the Fire Chief. The person holding this title will generally be a Fire Officer.

It is the responsibility of the Occupancy Management Officer to:

- a) Maintain a file system of all existing structures, excluding residential, but including large apartment complexes. The file system should identify all safety inspections and other relevant information pertaining to each structure.
- b) Coordinate and implement the "existing occupancy" inspection program and ensure its efficient operation.
- c) Make certain that all existing occupied structures are inspected on a biannual basis.

Fire Prevention Officer

The Fire Prevention Officer is an appointed specialized position approved by the Fire Chief. The person holding this will generally be a Fire Officer.

It is the responsibility of the Fire Prevention Officer to:

- a) Implement programs for public and private use that will demonstrate the importance of fire safety and the dangers of fires.
- b) Instruct groups of people in the importance of fire safety and the dangers of fires.
- c) Develop and implement programs and creative approaches that will help make the fire district a fire safe community.
- d) Maintain an annual education program for fire safety awareness for schools within the district.
- e) Receive annual training in fire prevention related matters.

STANDARD OPERATING PROCEDURES

Human Resources/Professional Development Officer

The Human Resources/Professional Development Officer is a specialized position appointed by the Fire Chief. The person holding this title will generally be a Fire Officer.

It is the responsibility of the Human Resources/Professional Development Officer to:

- a) Conduct department business regarding employment of individuals, pre-employment testing, drug and alcohol screening (as outlined in Section 4), and process initial employee paperwork (W-4, I-9, pass tag, etc.).
- b) Maintain confidential and accurate files of all employees including all information regarding employment, discipline, commendation, praise, promotion, demotion, workplace injury, and termination.
- c) Establish and maintain the department's LOPFI retirement system records.
- d) Conduct alcohol and drug screens as outlined in Section 4.
- e) Ensure the efficient operation of the Training Division.

Training Officer

The Training Officer is a specialized position appointed by Fire Chief. The person holding this title will generally be a Fire Officer.

It is the responsibility of the Training Officer to:

- a) Develop and implement a curriculum of employee training in firefighting, rescue, and emergency medical activities.
- b) Perform annual review of the training curriculum and make revisions as necessary.
- c) Develop a system of documentation for training and maintain a file of completed training activities.
- d) Utilize department employees as training instructors as appropriate.
- e) Enlist aid from other department employees in the Training Division as necessary with approval.
- f) Maintain a professional relationship with the Arkansas Fire Academy.
- g) Maintain a professional relationship with the National Fire Academy.
- h) Enroll firefighters for classes or for the academy as approved.
- i) Enroll department employees into private or outside classes as approved.
- j) Receive annual education regarding training issues.
- k) Perform the functions necessary to carry out the efficient operation of the Training Division.

Health and Safety Officer

The Health and Safety Officer is an appointed specialized position approved by the Fire Chief. The person holding this title may be an employee of any work classification.

It is the responsibility of the Health and Safety Officer to:

- a) Maintain a system to handle all workplace injury claims.

STANDARD OPERATING PROCEDURES

- b) File and maintain the paperwork necessary to process Workers Compensation Claims.
- c) Maintain confidential documentation of all employees' immunization records.
- d) Maintain a professional relationship with fire department health care providers and set up appointments for the medical needs of employees as approved.
- e) Attend workplace safety meetings.
- f) Review, revise, and submit for approval to the Fire Chief, health and safety policies to ensure the most current standards are followed by the fire department.

Operations Officer

The Operations Officer is a specialized position appointed by the Fire Chief. The person holding this title will generally be a Chief Fire Officer.

It is the responsibility of the Operations Officer to:

- a) Develop and maintain a set of Standard Operating Guidelines (S.O.G.'s) for department emergency operations.
- b) Conduct research and develop plans for future needs of the department regarding emergency response operations.
- c) Ensure the efficient operation of the fleet.
- d) Confirm that repairs of equipment and apparatus are completed and documented.
- e) Make certain that all firefighting personnel have the proper protective equipment to safely perform the functions of their job.
- f) Purchase, with approval, the equipment necessary for the efficient and safe performance of firefighting, rescue, and emergency medical activities of the department, within budget limitations.
- g) Make certain that each fire station is a safe work environment.
- h) To delegate orders to subordinates to ensure the efficient operation of the department.

Apparatus Maintenance Officer

The Apparatus Maintenance Officer is an appointed specialized position approved by the Fire Chief. The person holding this title may be an employee of any work classification.

It is the responsibility of the Apparatus Maintenance Officer to:

- a) Ensure the efficient operation of the fleet.
- b) Make certain that repairs to apparatus and equipment occur in a timely manner.
- c) Obtain quotes for service or repair.
- d) Develop and maintain a system of regular apparatus preventative maintenance.
- e) Document all repairs, weekly apparatus checks, and services performed on the fleet, and maintain files in a professional and organized manner.

STANDARD OPERATING PROCEDURES

- f) Make certain that all ground ladders, pumps, and aerial ladders are properly tested annually.

Station Maintenance Officer

The Station Maintenance Officer is an appointed specialized position approved by the Fire Chief. The person holding this title will generally be a Fire Officer.

It is the responsibility of the Station Maintenance Officer to:

- a) Ensure that each fire station maintains a safe work environment.
- b) Conduct and document weekly workplace safety inspections, note and correct any violations.
- c) Ensure that any fire station related special projects or upgrades are completed on a timely basis.
- d) Maintain the Material Safety Data Sheets (MSDS) log in the administrative office of all appropriate products used by the fire department.

WMD (weapons of mass destruction) Response Officer

The WMD Officer is an appointed specialized position approved by the Fire Chief. The person holding this position will generally be a Fire Officer.

It is the responsibility of the WMD Response Officer to:

- a) Develop, review and revise all emergency and non-emergency response protocols to current state or national standards for any incidents involving weapons of mass destruction to include;
 - 1) Biological Agents
 - 2) Chemical Agents
 - 3) Explosive Devices that inflict mass casualty
 - 4) Nuclear Incidents (radiological to high yield)
 - 5) Terrorist Incidents
- b) Maintain a list of emergency contacts to manage the above incidents.
- c) Ensure that the appropriate supplies are stocked by the fire department to contend with the above-mentioned incidents.

Administrative Officer

The Administrative Officer is a specialized position appointed by the Fire Chief to handle the administrative and financial duties of the fire department. The person holding this position will generally be a Fire Officer.

It is the responsibility of the Administrative Officer to:

- a) Research and prepare an annual operations budget for the department to be submitted to the Fire Chief for review.
- b) Maintain accurate records of all financial and bank transactions in a professional and organized manner.
- c) Maintain a system of receiving and dispersing financial obligations of the department.
- d) Maintain a system of receiving and recording for all funds determined to be income by fire department.

STANDARD OPERATING PROCEDURES

- e) Maintain a system of purchase orders for items purchased.
- f) Ensure that proper procedures are followed and maintained in purchasing (i.e. bidding, quotes, etc.).
- g) Maintain a professional relationship with the designated accounting firm of the department and serve as the department's liaison to said firm.
- h) Research, prepare, and coordinate grant applications.
- i) Perform any administrative duties dictated by the Fire Chief.

Logistics and Supply Officer

The Logistics and Supply Officer is a specialized position appointed by the Fire Chief. The person holding this position will generally be a Fire Officer.

It is the responsibility of the Logistics and Supply Officer to:

- a) Ensure that purchases are made in accordance with all department policies and in accordance with state laws.
- b) Ensure that all items necessary to the general operation of the fire department are stocked at a reasonable level.
- c) Maintain a professional relationship with vendors.
- d) Maintain a system of monitoring dispersal of stocked items to prevent unauthorized use.
- e) Ensure that each active firefighter has complete and functional protective equipment.

Administrative Assistant

The Administrative Assistant is a position that reports directly to the Fire Chief. The Administrative Assistant is a "non-firefighting" position.

It is the responsibility of the Administrative Assistant to:

- a) Maintain an organized filing system for fire department information for;
 - 1) Accounts receivable
 - 2) Accounts payable
 - 3) Personnel files
 - 4) Training files
 - 5) Administrative files
 - 6) Fire Marshal's Files
 - 7) Occupancy management files
- b) Handle telecommunications during business hours and document or distribute messages appropriately.
- c) Coordinate office supplies.
- d) Retrieve and sort all incoming mail.
- e) Label and stamp accounts payable.
- f) Communicate with the designated accounting firm to ensure administrative efficiency.
- g) Perform duties designated or assigned by the Fire Chief.

STANDARD OPERATING PROCEDURES

SECTION 3: CHAIN OF COMMAND

It is the intent of this policy to provide an efficient organizational structure for the fire department. Employees are expected to adhere to the chain of command.

Internal matters must pass through the supervisors/Fire Officers to the Fire Chief. Bypassing chain of command unnecessarily requires a warning. Bypassing the chain of command carries the same penalties as false reporting. Habitual or intentional bypassing of chain of command is a **Category A** offense.

Employees will observe the following chain of command regarding official department business:

1. The Fire Chief is the highest-ranking officer of the fire department. The Fire Chief reports directly to the Board of Commissioners.
2. Assistant Chief(s) will report directly to the Fire Chief.
3. The Battalion Chief(s) and/or Captain(s) will report directly to their assigned Assistant Chief.
4. Persons holding the rank of Lieutenant/Driver/Firefighter will report directly to their assigned Captain or to their assigned supervisor.

It is appropriate for an officer of higher rank to formally communicate directly with a lower ranking employee. For example, the Fire Chief may communicate directly with a firefighter about an issue without the presence or knowledge of the firefighter's assigned Captain and/or Assistant Chief.

It is not appropriate for a person of lower rank to "skip" levels or circumvent the chain of command. However, if a higher-ranking officer engages an employee in a formal conversation, they may answer freely.

The Battalion Chief is the highest ranking "on-duty employee" assigned to a particular shift. All other "on-duty employees" assigned to a particular station for a shift will report to their assigned Supervisor. An "off duty" Fire Officer with rank higher than that of the Battalion Chief will have authority to administer lawful orders over that of the Battalion Chief if appropriate. For example, an off duty Assistant Chief may respond to a structure fire and assume incident command of the fire scene over the Captain that was assigned as the Battalion Chief. There is no expectation that a Battalion Chief or Captain will have greater authority than an off-duty officer of higher rank.

If a situation arises while a person is "on-duty" and a Fire Officer other than that person's assigned Captain or Assistant Chief is on duty, they may utilize the existing on-duty Fire Officer to generate formal communications. The Fire Officer should notify the employee's assigned superior within a reasonable time frame, advising him/her that a formal communication has been generated.

STANDARD OPERATING PROCEDURES

SECTION 4: DRUG FREE WORKPLACE

DRUG POLICY

The critical mission of the Sherwood Fire Department requires a reasonable drug-testing program. The public has a right to expect that those sworn to aid them in times of emergency and disaster are at all times physically and mentally prepared to assume these duties. Therefore, in order to ensure the integrity of the Department and to preserve public trust and confidence, the Department shall implement a drug-testing program to detect prohibited drug use by all employees.

A licensed medical physician must prescribe any use of a controlled substance by a Department employee.

DEFINITIONS

<u>Alcohol Test</u>	Any test authorized by the Arkansas Department of Health for use in determining the alcohol content of a person's blood, breath, or urine as specified in A.C.A. 5-65-101, et seq.
<u>Control Sample</u>	A urine specimen having no known drug content submitted to the laboratory for analysis as a routine specimen without the analyzing technician's knowledge to ensure the accuracy of test results.
<u>Controlled Substance</u>	A drug, substance, or immediate precursor in Schedules I through VI as listed in A.C.A. 5-64-101, et seq.
<u>Critical Incident</u>	A situation occurring during the performance of duty that causes, or has the immediate potential of causing, serious physical injury or death to any person, or results in extensive damage to property.
<u>Drug Abuse</u>	The use of any illegal drug or any illegally-obtained drug.
<u>Drug Misuse</u>	The overuse or inappropriate use of any legally obtained drug.
<u>Drug Test</u>	A urinalysis test consisting of a drug "screen" administered under approved, pre-established conditions and procedures for the purpose of detecting the use of illegal drugs or the misuse of prescription or non-prescription drugs.
<u>Review Officer</u>	A designated person who reviews all positive drug test results to determine whether or not such results were due to the tested employee's proper use of a prescribed medication.

STANDARD OPERATING PROCEDURES

<u>Illegal Drug</u>	Any substance for which the sale, distribution, manufacture, or use is prohibited by law.
<u>Non-Prescription Drug</u>	Any substance not legally controlled and available without a medical prescription, but which, when improperly or inappropriately used, may hamper the ability to perform assigned duties or impair judgment, alertness, or any other physical, emotional, or mental capacities.
<u>Prescription Drug</u>	Any controlled substance for which possession and use is legal when prescribed by licensed medical personnel.
<u>Probationary Employee</u>	Any employee serving in a probationary status.
<u>Reasonable Suspicion</u>	Reasonable suspicion testing may be based upon: <ul style="list-style-type: none">• Observable phenomena, such as direct observation of drug use or possession and/or the physical symptoms of being under the influence of a drug;• A pattern of abnormal conduct or erratic behavior;• Arrest or conviction for a drug-related offense, or the identification of an employee as the focus of a criminal investigation into illegal drug possession, use, or trafficking;• Information provided either by reliable and credible sources or independently corroborated; or• Newly discovered evidence that the employee has tampered with a previous drug test.
<u>Testing technician</u>	A person that is certified to obtain test samples.
<u>Under the influence</u>	Means that the person's reactions, motor skills, judgment or other physical, emotional, or mental capacities are altered or impaired in such a manner and to such a degree that the proper and efficient performance of their duties is jeopardized.

GENERAL PROVISIONS

The following rules apply to all employees, while on and off duty:

1. No employee shall perform any official function, represent the department, or operate department-owned apparatus or equipment while under the influence of any drug or alcohol.
2. No employee shall illegally possess any controlled substance.

STANDARD OPERATING PROCEDURES

3. No employee shall ingest any prescribed or non-prescribed medication in amounts beyond the recommended dosage.
4. No employee shall ingest any controlled substance except as prescribed by a licensed medical practitioner.
5. Employees shall notify their immediate supervisor when required to use prescription medicine that they have been informed has the potential to impair job performance. The employee shall advise the supervisor of the known side effects of such medication and the prescribed period of use.
6. The Human Resources/Professional Development Division shall document this information through the use of a memorandum and maintain the memorandum in a secured file.
7. The employee may be temporarily reassigned to other duties or relieved of duty when appropriate.
8. Any employee having a reasonable basis to believe that another employee is under the influence of drugs or alcohol, or is illegally using or in possession of any controlled substance, shall immediately report the facts and circumstances to their immediate supervisor.
9. Employees will immediately report to their supervisor situations in which:
 - An action by themselves or another employee resulted in serious physical injury or death; or
 - Any act or omission deemed unusually dangerous, careless, or inappropriate given the circumstances in which it occurred.
10. The failure of any employee to immediately submit to a drug or alcohol test after receiving a lawful order to do so shall be considered insubordinate and subject to disciplinary action.
11. Each employee is required to inform the Fire Chief within three (3) days, after he/she is charged and/or convicted of any federal or state criminal drug statute.
 - "Conviction" means a finding of guilt (including a plea of *nolo contendere*) or the imposition of a sentence by a judge or jury in any federal, state, or other court of competent jurisdiction.
12. All records, forms, reports, and/or results generated in compliance with this policy will be confidential and maintained in a secure file.
13. The rights and privacy of employees will be safeguarded to the maximum extent possible while being balanced with the compelling interest in maintaining a drug-free work environment.

DRUG AND/OR ALCOHOL TESTS

Pre-employment (post-offer) – Every prospective employee, after a conditional offer of employment has been made, will be required to submit to a drug test. Refusal to take the drug test, or results that indicate a presence of illegal drugs or prescription drugs for which the individual has no prescription, will be basis for disqualifying the individual from employment. If this test comes back positive, the potential employee will have the opportunity to retest on the same day at their own expense. If the results from the second test differ from the first results, the Fire Chief will make the final determination.

STANDARD OPERATING PROCEDURES

Random Drug Testing – All Department employees will be subject to random drug testing.

Reasonable Suspicion Testing - A drug or alcohol test based upon reasonable suspicion will be conducted when:

- A reasonable suspicion exists that an employee is under the influence or is abusing or misusing any drug or alcohol; and
- The Fire Chief or his designee orders a drug or alcohol test given after reviewing the facts which form the basis for the reasonable suspicion.

Critical Incident Testing – A drug or alcohol test based upon employee involvement in a critical incident will be conducted when:

- The actions of any employee caused the death of any person.
- The operation of a vehicle or apparatus by an employee resulted in injury or death of any person.
- Any accident involving a department employee resulting in property damage of more than \$250.00. This includes all department apparatus and vehicles as well as personal vehicles operated in response to official department business.
- Ordered by the Fire Chief or his designee, after reviewing the facts and circumstances surrounding incidents or negligence.

TESTING PROCESS AND PROCEDURES

The Fire Chief or his designee, upon being notified an employee is suspected of drug abuse or misuse or is involved in a critical incident, will:

1. Review all available facts and circumstances;
2. Order the affected employee to submit to a drug and/or alcohol test if sufficient reasonable suspicion exists.
3. Order the affected employee to submit to a drug and/or alcohol test if the employee is involved in a critical incident.

The Assistant Chief of Human Resources/Professional Development will:

1. Implement, direct, administer, and manage the drug testing program;
2. Arrange for all drug testing authorized under this policy;
3. Maintain a written system to randomly select employees for drug testing;
4. Utilize a certified drug-testing laboratory that maintains confidentiality of the tested employees.
5. Maintain a log of the names of persons who have been randomly selected for drug testing in a secured location;
6. Coordinate and direct the activities of department personnel involved in the drug testing;
7. Document the results of all laboratory tests conducted including control samples; and
8. Refer reports of positive drug test results to the Fire Chief for investigation.

Officers or supervisors will cooperate and assist as needed when an employee under their command has been directed to submit to a drug test.

STANDARD OPERATING PROCEDURES

Upon learning of an employee's involvement in a critical incident or upon having a reasonable suspicion of drug or alcohol abuse or misuse, a supervisor or officer will:

1. Go to the scene of a critical incident and take command of the situation when appropriate;
2. Contact and observe the suspect or involved employee to determine his condition;
3. Ensure the affected employee receives any necessary medical treatment;
4. Immediately report suspected drug or alcohol abuse or misuse to the next higher level of command;

The Fire Chief or his designee will:

1. Order the employee to submit to any required drug or alcohol test and witness tests when appropriate;
2. Place the affected employee on administrative leave when appropriate;
3. Take custody of all department equipment of an employee who is placed on administrative leave;
4. Prepare a written report of all relevant facts and circumstances in any case of suspected drug/alcohol abuse or misuse, and maintain the record in a secured location.

Employees directed to take a drug test will:

1. Comply and cooperate with testing procedures and the instructions of supervisors and/or the Fire Chief;
2. Display their valid Driver's License to the drug testing facility for positive identification;
3. Deposit urine passed into the supplied specimen bottle for laboratory testing purposes in accordance with the instructions of the testing technician;
4. Observe the testing technician seal the employee's test specimen bottle with the coded tamper-proof seal;
5. Initial the specimen bottle seal in the space provided;

The drug-testing laboratory will:

1. Be experienced and capable of quality control, documentation, chain-of-custody, technical expertise, demonstrate proficiency in urinalysis, and be certified by the National Institute of Drug Abuse (NIDA);
2. Comply with the Arkansas Department of Health Rules and Regulations concerning drug testing; and
3. Submit all results to the Human Resources/Professional Development Division.

An alcohol test will:

1. Be a chemical analysis of the breath, blood, and/or urine of an employee to determine the alcohol level of the employee tested.
2. Be conducted at an appropriate facility by certified personnel;
 - a. A breath test may be conducted at a law enforcement facility, by a certified operator on a BAC Datamaster or other machine of similar capacity that is operated within standards set by the Arkansas

STANDARD OPERATING PROCEDURES

Department of Health. Test results will be retained and forwarded to the Human Resources/Professional Development Division.

- b. A blood test may be conducted by a physician, registered nurse, or other qualified technician. A qualified person may draw a blood sample either on site or at a medical facility.
3. The blood sample will be:
 - a. Sealed with a tamper proof label, placed in a evidence bag, and retained by the supervisor or officer accompanying the employee tested, and submitted to the Arkansas Department of Health for alcohol testing using a chain of custody; or
 - b. Maintained by the medical facility at which it was drawn to be tested. Test results will be forwarded to the Human Resources/Professional Development Division.
4. A urine test may be conducted at any location by a supervisor or officer. The urine specimen collected will be taken in the same method that a drug test is collected. The specimen will be submitted to an appropriate testing facility utilizing a chain of custody. Test results will be forwarded to the Human Resources/Professional Development Division.

MAINTENANCE OF RECORDS OF PRESCRIBED CONTROLLED SUBSTANCE(S)

To ensure fitness for duty and to maintain the integrity of the fire department, all employees are required to notify the Health and Safety Officer of any and all controlled substances that the employee ingests, inhales, or injects into his/her system that may negatively affect the employee's performance. Also, the employee will provide a current list of the following to the Health and Safety Officer:

- The name of any prescribed controlled substance(s) being used by the employee.
- The expected period of use of the controlled substance.
- The name and telephone number of the prescribing physician.
- A list of any side effects that the medication may cause and duration of said effects.

The above list must be turned in to the Health and Safety Officer by any employee using controlled substances prior to their first on-duty shift or off-duty response subsequent to the first time they take the medication. It is the responsibility of the employee to ensure that this list is accurate and current, including the notification of termination of use of a controlled substance.

If an employee takes a department issued drug screen and the results reveal the presence of a controlled substance that is not listed with the Health and Safety Officer, then the employee is considered to be in violation of this policy. Failure to comply with this policy may result in disciplinary action.

STANDARD OPERATING PROCEDURES

SECTION 5: RULES OF CONDUCT

GENERAL PROVISIONS

Standards of conduct apply to all department employees. It is the duty of each employee to study and be familiar with all of the rules and regulations regarding the organization and operation of the department. Every employee of the Department is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive, productive, and mature way. Failure to do so will result in disciplinary action ranging from counseling to termination.

ALL EMPLOYEES SHALL:

1. Follow Operations Manuals and written directives of the department.
2. Use their training and capabilities to protect the public at all times, both on and off duty.
3. Work competently in their positions to cause all department programs to operate effectively.
4. Always conduct themselves to reflect credit on the department.
5. Supervisors will manage in an effective, considerate manner; subordinates will follow instructions in a positive, cooperative manner.
6. Always conduct themselves in a manner that creates good order inside the department.
7. Keep themselves informed to do their jobs effectively.
8. Be concerned and protective of each employee's welfare.
9. Operate safely and use good judgment.
10. Keep themselves physically fit.
11. Observe the work hours of their position.
12. Obey the law.
13. Be careful of department equipment and property.

EMPLOYEES SHALL NOT:

1. Engage in any activity that is detrimental to the department.
2. Engage in a conflict of interest to the department or use their position with the department for personal gain or influence.
3. Fight.
4. Abuse their sick leave.
5. Steal.
6. Use alcoholic beverages, debilitating drugs, or any substance, which could impair their physical or mental capacities while on duty.
7. Engage in any sexual activity while on duty.

Employees shall be punctual in all their engagements.

The department subscribes to a policy of equality in providing services to all citizens. Employees shall be cognizant to their primary obligation to render impartial, efficient, and effective services to the public in the discharge of their duties, and to always regard their office as a public trust. Employees shall administer their duties in a courteous, impartial, and reasonable manner. They shall

STANDARD OPERATING PROCEDURES

recognize the limitations of their authority, and at no time use the power or influence of their position for their own personal advantage. Employees shall not make accusations of any violations of policy or law against another employee unless there exists sufficient evidence to support such accusations.

BEHAVIOR PROHIBITED

The department will not tolerate harassment or hazing. Employees who knowingly permit, engage in, or instigate harassment or hazing will be subject to disciplinary action.

Workplace decorations shall be in good taste and not cause offense to any group or person. The following are not appropriate and may not be displayed: cartoons, pictures, posters or other items that display inappropriate gestures or offensive language, that promote political beliefs, that ridicule or belittle any person or group or that contain derogatory comments about the workplace.

CHANGE OF EMPLOYEE DATA (Phone, address, etc.)

PURPOSE: The purpose of this procedure is to maintain accurate employee information so that during normal operations or in case of an emergency, correct information is readily available and prompt notifications can be made.

All employees are required to maintain a telephone and have current phone number(s) and other employee data on file with the Fire Department. Employee Data includes, but is not limited to, current address, date of birth, date of hire, Social Security number, marital status, driver's license (class number/expiration date), emergency notification information (names/addresses/telephone numbers), and beneficiary information.

EMPLOYEE RESPONSIBILITIES

No more than three (3) working days after a change in Employee Data occurs, the employee shall provide such information to his/her supervisor. At that time, appropriate emergency notification and life insurance beneficiary designation documents shall be completed by the employee and/or the supervisor.

DISTRICT OR SECTION OFFICE RESPONSIBILITIES

Emergency notification information and beneficiary changes will be reviewed with each employee during his/her annual performance evaluation. Any Employee Data change will require the employee to fully complete a new Emergency Notification Information card and forward to his/hersupervisor.

Employees will not receive private mail or packages at the fire department and will not list the fire department as a "home" address.

NEGLECT OF DUTY

Employees shall not engage in any activities or personal business causing them to neglect or be inattentive of their assigned tasks while in on-duty status.

STANDARD OPERATING PROCEDURES

Employees shall report for duty at the time and place required by assignment, orders, and as required by the times listed on the work schedule as set forth by the scheduling officer, and shall be physically, emotionally, and mentally fit to perform their duties. Employees shall be properly equipped and cognizant of information required for the proper performance of duty so that they may immediately assume their duties. Employees shall report for duty in complete uniform as set forth in these general orders, which includes; bdu, or navy blue pants, Sherwood Fire Department T-shirt, black shoes or boots, black belt, and have with them a collared dress shirt as a minimum.

Employees shall not feign illness or injury, falsely report themselves ill or injured, or otherwise deceive or attempt to deceive the supervisor as to the condition of their health. If requested by a chief officer, an absence reported as "sick" shall be supported and verified through written documentation provided by a licensed physician.

The nature of the shift work of the fire service supports the need for sleeping while on duty. However, an employee will use good judgment in determining when to sleep. Employees should refrain from sleeping during "regular business hours" unless authorized by the On-Duty Officer, and even then should limit the duration. Employees will not allow lack of sleep to inhibit their performance at any time while on-duty or responding to an emergency call from off-duty status. Lack of sleep will not be considered an excuse for negligence, failure to respond to duty, or failure to act in an appropriate manner.

While on duty, employees shall not leave any post, assignment, duty, station, or their area without permission from their On-Duty Officer. This includes leaving early for another job, or assignment, without being relieved from the current position or assignment; or leaving the current assigned station or duty assignment without notifying a supervisor. It will be the responsibility of the person that is currently on-duty to find a relief for their current assignment if they need to leave early, or if they need to be off on a day that they are scheduled to work.

The current supervisor must be notified of the following:

1. Who will be relieving the on-duty person,
2. When they will be arriving,
3. The purpose of the early relief,
4. When relief has arrived,
5. When the on-duty person is leaving.

Failure to follow this directive will result in disciplinary action.

INSUBORDINATION

Employees shall promptly obey any lawful order or request of a superior or commanding officer. This will include orders relayed to an employee from a superior or commanding officer by an employee of the same or lesser rank, or other employee of the department. Insubordination will not be tolerated for any reason short of a life-threatening event. Insubordination is a **Category A** offense.

STANDARD OPERATING PROCEDURES

Employees shall not knowingly make a false statement of material fact or conceal a material fact to/from a supervisor or another employee that relates to the performance of an employee's official duties. Employees responding to superiors or to questions posed during official investigations shall candidly and truthfully answer all questions specifically directed and narrowly related to the scope of employment and operations of the department.

FAILURE TO PERFORM DUTIES PROPERLY

Employees shall not commit acts that they know, or should know, would constitute a violation of any written policies, procedures, directives, memorandums, or orders of the department.

Required reports submitted by employees, will be truthful, complete, and submitted on time following established department report writing procedures. No employee shall knowingly enter, or cause to be entered, any inaccurate, false, or improper information on a department report. Such reports will be forwarded through the chain of command to the Fire Chief, and he/she will determine the proper course of action.

Evidence and property, which as been discovered, gathered, or received in connection with department responsibilities, will be handled in accordance with established department procedures. Employees shall not convert to their own use, manufacture, conceal, falsify, destroy, remove, tamper with, or withhold any evidence or property. To maintain the integrity of the chain of custody, only the Fire Marshal and/or his/her designee will access and department evidence lockers and evidence.

Employees shall utilize department equipment for its intended purpose, in accordance with established department procedures, and shall not abuse, use negligently, negligently damage, or lose equipment. Equipment shall be maintained in proper order and any defect or hazardous condition reported to the employee's immediate supervisor.

Department equipment is for emergency response usage and must be maintained in a constant state of readiness. Department equipment shall not be loaned out, or used by personnel without written permission from a Chief Officer. The only exception will be when it is being used for department related activities. No department employee shall loan out, or use department equipment for personal business or gain.

All communications will follow the chain of command and must be approved by a Chief Officer. Employees shall cooperate with other agencies and public officials.

IMPROPER CONDUCT

Employees shall conduct themselves at all times, both on and off duty, to reflect favorably on the department. Conduct unbecoming an employee shall include that which brings the department into disrespect or reflects discredit upon the employee

STANDARD OPERATING PROCEDURES

as a member of the department, or that which impairs the operations or efficiency of the department or the employee. Any conduct that may place a bad image upon the department in the public eye will not be tolerated and will result in disciplinary action, as determined by the Fire Chief.

Employees shall conduct their personal business affairs in a manner that does not discredit or otherwise reflect poorly on the department or compromise the employee's ability to perform their duties.

Employees shall obey all laws of the United States and of the state and local jurisdiction in which the employees are present. A conviction of violation of law shall be prima facie evidence of a violation of this section. Lack of criminal complaint, or an acquittal of a violation of law shall not preclude internal administrative investigation and disciplinary action.

Employees shall not knowingly visit, enter, or frequent a house of prostitution, gambling house, or establishment wherein the laws of the United States, the state, or local jurisdiction are violated, except in the performance of duty and while acting under proper and specific orders from a supervisor.

Employees shall pay their personal debts in a timely manner and shall otherwise conduct their personal financial affairs in a manner that does not bring discredit to the department or to the employee.

Employees shall not engage or participate in any form of illegal gambling at any time. Employees shall not engage or participate in any form of legal gambling while on duty, or while wearing any article of clothing that is identifiable as department property, or that has the department insignia on it.

Employees shall not shirk from danger or show cowardice.

Employees shall not solicit or accept any gift (including money, tangible or intangible personal property, food, beverage, loan, promise, service or entertainment) from any person, business, or organization, for the benefit of the employee or the department if it may reasonably be inferred that the gift:

- Seeks to influence the performance or nonperformance of an official nature or duty, or
- Has an interest that may be substantially affected, directly or indirectly, by the performance or nonperformance of an official duty.

While on duty, employees shall not accept any rewards or gifts that are the result of services rendered, or as a result of official action, without the consent of Chief Officer.

Employees shall not use their position, identification cards or badges for personal or financial gain. Employees shall not lend their identification cards or badges to another person. Employees shall not permit them to be photographed or reproduced without the approval of a Chief Officer.

STANDARD OPERATING PROCEDURES

Except in the transaction of personal business, employees shall not recommend or suggest in any manner the employment or procurement of a particular product, professional or commercial service (such as an attorney, ambulance service, towing service, etc.). Employees shall not endorse, sanction, or knowingly permit the use of their names, ranks, titles, or photographs, generic title of "firefighter", or any department insignia or uniform to be used in connection with any advertisement or testimonial or for any other non-official purpose without written permission from a Chief Officer.

Employees shall avoid regular or continuous associations or dealings with persons whom they know, or should know, are under criminal investigation or indictment, or who have a reputation in the community or the department for involvement in criminal behavior, except as necessary to the performance of official duties or when unavoidable because of other personal relationships of the employee (i.e. family relation).

The Fire Chief or his designee must authorize any official statements for public release concerning the affairs of the fire department. Unless specifically authorized, employees shall not address public gatherings, appear on radio or television, prepare any articles for publication, act as correspondents to a newspaper or periodical, release or divulge investigative information or any other matters of the department while representing the department. Employees shall not criticize or ridicule the department, its policies, or other employees or officers, by speech, writing, or other expressions.

Employees shall not release reports or information relative to any investigation except in accordance with the policies of the department or the permission of the Fire Chief or his designee. No employee shall divulge confidential information to any unauthorized person, regardless of how the information is obtained. Upon discovery, any information construed to be official department business and potentially damaging to the department or its employees will be reported to the employee's immediate supervisor with haste, and actions will be taken to correct the situation.

In civil cases, employees will not give statements concerning official department business to litigants or their attorneys without a court order and prior notification of the Fire Chief.

In criminal cases, employees will immediately notify their supervisor if they receive a subpoena in regards to official department business or are required to fill out an affidavit or be officially interviewed at the request of a prosecuting attorney, defense attorney, or law enforcement agency.

Employees shall not divulge the identity of persons giving confidential information except as authorized by proper authority.

STANDARD OPERATING PROCEDURES

INCOMPETENCE

Employees shall execute their duty to the best of their training and ability. Employees failing to carry out their duty in a competent manner after receiving training and having reasonable opportunity to seek assistance or guidance shall be deemed incompetent and shall be subject to appropriate disciplinary action.

SECTION 6: PERSONNEL AND STAFFING

PROMOTIONS

The Fire Chief shall make all promotions of Fire Officers. The Fire Chief shall endeavor to be fair and impartial in making promotions and shall make his/her promotional decisions based upon the qualifications, attitude, disciplinary record, general demeanor, composite test score, and work history of a candidate. The Fire Chief will be given a list of candidates that meet the criteria for consideration for promotion.

The Fire Chief may promote employees to fill vacancies or create new positions as appropriate for the enhancement of fire department operations. A general written test and assessment will be given for promotion to a Fire Officer position. In the event that several positions become vacant and there arises an emergency situation, the Fire Chief may promote without a testing process to replace the needed personnel. Employee behavior, demeanor, attitude, disciplinary records, punctuality, and accomplishments during their employment period are major factors that may contribute to consideration of an employee for promotion.

Any candidate wishing to test for an Officer position must be an active employee of the department who has completed his/her probationary period.

Any Captain wishing to test for an Assistant Chief position must have a minimum of three years of service with the department, with the immediate twelve months of employment at the rank of Captain.

Employees shall not attempt to improperly influence the eligibility of promotional candidates or the final selection of a candidate for promotion.

LEAVE

There will be no more than two (2) fulltime hourly employees on leave at any time without approval by the Fire Chief or his\her designee. The basis for approval for annual leave shall be first request, and seniority and rank.

All employees receiving a subpoena to a court with jurisdiction in Arkansas will obey the subpoena. It will be the responsibility of the Battalion Chief to arrange for a replacement to fill assigned shifts while employees are in court.

Notification of unexpected absences due to illness should be made no less than one hour prior to the beginning of the employee's scheduled shift. Failure to do so may result in denial of leave pay. Employees that are sick will notify the On-Duty Officer

STANDARD OPERATING PROCEDURES

of the station where they are assigned, so that a replacement may be found. The on-duty Battalion Chief will conduct a morning roll call to staff stations for that shift, and make needed arrangements to cover all stations. It is the responsibility of the On-Duty Battalion Chief to make proper notifications and attempt to locate staff to work the shift.

In accordance with department policy, an employee may be required to obtain written approval from a medical physician to return to work. This written approval must be submitted to the Battalion Chief and approved by the Fire Chief or his designee before the employee will be allowed to return to work. An employee may be required to verify any absence reported as "sick".

The Fire Chief will review the work history of each employee. Abuse of sick leave or patterns of sick leave abuse will be subject to disciplinary action.

An employee may apply for a temporary leave of absence from the fire department for reasons outlined in the Family and Medical Leave Act, military duty, duty with the American Red Cross, or for other reasons. This request should be made in writing and submitted through the chain of command for approval by the Fire Chief. During leave of absence, the employee will not be responsible for training activities or minimum hourly work requirements. A copy of the request for leave of absence and the subsequent approval or denial will be placed in the employee's personnel file.

MINIMUM HOURLY WORK REQUIREMENT

To ensure that all employees are an active part of and an asset to the fire department, all employees up to and including the rank of Captain must schedule a minimum of four twelve-hour duty shifts, or forty-eight (48) hours per month. Failure to comply with this minimum work requirement may result in disciplinary action.

A waiver request for the minimum work requirement may be submitted for consideration. This request should be made in writing and submitted through the chain of command for approval by the Fire Chief. A copy of this request and the subsequent approval or denial will be placed in the employee's personnel file.

Employees suspended due to disciplinary action are excluded from the minimum work requirement while under department-issued suspension. Such employees will be expected to adhere to this order after the last day of their suspension is completed.

Fulltime hourly employees (24/48) hour employees are excluded from this requirement.

FAIR LABOR AND STANDARDS ACT

This policy shall apply to firefighting personnel of the Fire Department. Under the Fair Labor and Standards Act (FLSA), firefighting personnel are subject to different statutory provisions than are applicable to other categories of employees.

STANDARD OPERATING PROCEDURES

It is the policy of the Fire Department that overtime pay is made in accordance with the FLSA. All employees will be paid on a biweekly basis, with twenty-six pay periods in a calendar year. Employees working a total of 106 hours or less within the scheduled 14-day pay cycle will be compensated at a set hourly rate determined by the Board of Commissioners and the Fire Chief. Consistent with the FLSA, any time worked by an employee in excess of 106 hours in a 14-day pay cycle shall be compensated at the pay rate of time and a half.

MEAL PERIODS AND BREAKS

An employee has the right to meal periods throughout the shift. Meal periods are compensated; therefore the employee is subject to call at any time while on duty, including during meal periods. During the day shift, an employee will be allowed two meal periods (i.e. breakfast and lunch). Night shift employees will be allowed one meal period (i.e. dinner). Meal periods should be of reasonable length as determined by the On-Duty Officer for the shift.

The On-Duty Officer for the shift will assign regular breaks for employees throughout the day. The On-Duty Officer will take into account the workload to be accomplished during the shift, and ensure that all assignments are completed and responsibilities are fulfilled.

ADMINISTRATIVE RECORDS TO BE KEPT CURRENT

It is the employee's responsibility to maintain accurate administrative information with the fire department. Upon employment, new employees are required to show their social security card, and to submit their driver's license to be copied and placed on file with the fire department, and to complete appropriate state, federal, and administrative forms.

Employees may be required to resubmit a copy of their driver's license or other required documents in the event of a change in status, name, or address.

Employees are required to notify the administrative assistant or Battalion Chief of any address or telephone number changes within a reasonable period of time, not to exceed three (3) days.

ADMINISTRATIVE RECORDS TO BE KEPT CONFIDENTIAL

It is the responsibility of the fire department administration to maintain certain employee information confidentially. This information includes, but is not limited to:

1. Telephone numbers
2. Address
3. Medical conditions
4. Names of contact persons, spouse, or children
5. Financial or other information gathered during a background investigation.
6. Other confidential information as designated by law (i.e. FOIA).

STANDARD OPERATING PROCEDURES

Exceptions to this rule may include reporting criminal activity to an appropriate law enforcement agency, or releasing information due to a subpoena from a court with jurisdiction over the fire department.

No employee will release confidential information about another employee to the public without authorization from the Fire Chief and the employee's written permission.

VISITORS

The nature of fire service requires long work shifts. In an attempt to promote a family and social atmosphere, employees may have visitors at the fire department between the hours of 8:00 am and 10:00 pm. Visitors are not allowed on department property outside of these hours. This includes the parking lot.

Employees will be responsible for the conduct and actions of their visitors. Visitors should not be allowed to remain unattended inside department premises. Visitors must not hinder or prevent the employee from performing their job functions or responsibilities. Employees should use good judgment in limiting the amount of time that a visitor remains at the fire department.

No visitors are allowed in the sleeping quarters of the fire stations.

A supervisor may ask the employee to end a "visit" at any time, or prohibit the employee from having visitors.

STAFFING OF STATIONS AND APPARATUS

The Board is committed to providing superior levels of quality service that exceed the public's expectations for timely and effective delivery of fire prevention, fire control, emergency response, and public education. The Department is under contract with the City of Sherwood to provide two employees per station 24 hours a day, 7 days per week, and 365 days a year. This is a mandatory minimum.

It will be the responsibility of the person leaving at any time other than the normal 7 a.m., 7 p.m. shift change period to call and remind their relief what time they need to report for duty other than the normal shift change time. The scheduling officer, (usually one of the Assistant Chiefs), will place any special shift change times on the work schedule so employees can make arrangements to be on duty early, or stay over late, to cover work shifts as needed.

If a person has to leave early, and every attempt has been made to call relief, then you may leave early, after you have notified your supervisor that you have tried to contact your relief, and that you have to leave. At no time will a station be left with less than two employees on duty. If two personnel have to leave and attempts have been made to call in relief, then that supervisor must call the on-duty Battalion Chief at Station 1 and make arrangements to move employees from Station 1 to cover the other station(s) until employees can be called in to work, or roved from another station. If a station is left understaffed without all of the above being

STANDARD OPERATING PROCEDURES

accomplished, the entire crew on duty that shift will be held accountable, and all will be subject to disciplinary action.

Apparatus: Minimum staffing for all apparatus is two (2) employees. It will be left up to the on-duty Battalion Chief to insure that all apparatus in service will maintain this staffing level. Employees may be moved as necessary, in order to staff the apparatus as needed. In the event that no one is available to work Rescue 1 (R-1), it may be taken out of service to insure a two-person minimum staffing level on Engine 2 (E-2), Truck 1 (T-1), and Engine 3 (E-3), until other staffing can be arranged.

Minimum Training requirements

All employees are required to train for a minimum of two hours per shift. If working a 24 shift, or on a 24 / 48-hour rotation, employees are require to have four hours for that 24 hour period.

Each employee is required to have the following minimum number of drills and training hours per year:

1. 16 or more night drills.
2. 16 or more multi-company drills.
3. 24 or more single company drills.
4. 20 or more officer training hours.
5. 12 or more mutual aid drills.
6. 20 or more driver training hours.
7. 240 hours of personal training for the year.
8. 40 or more hours of new drivers training per year, training new drivers.
9. 1 hour of radioactive materials training per year.
10. 270 hours of new recruit training during probationary year. This is for new hires.
11. 4 hours of Hazardous Materials training.

Each person will be held accountable for his/her overall training performance throughout the year. The Company Officer will be held accountable for providing the training that may be requested by his/her crew during the shift, and logging the training in the logbook, and on the computer.

If a firefighter requests training, the Company Officer must train that person. If an Officer continually refuses to train, disciplinary action may be taken.

SECTION 7: DISCIPLINARY MATTERS

BASIS FOR DISCIPLINE

Employees are required to familiarize themselves with and follow department policies and procedures and all applicable laws that govern their conduct. When in doubt about the meaning or intent of a policy or procedural requirement, or an applicable law, employees should seek guidance from their immediate supervisor.

STANDARD OPERATING PROCEDURES

It is the policy of the Fire Department that supervisors administer discipline in a corrective, progressive, and lawful manner. Corrective in that the supervisor and employee come to an understanding about the causes and/or reasons for an employee's deficiencies, correct those deficiencies, and restores the employee to a productive and positive employment status. Progressive in that discipline will normally begin with a verbal reprimand or warning and, when circumstances of separate or related incidents warrant, proceed to written reprimand(s), suspension without pay, demotion, and finally to termination. An incident of misconduct may require any of these forms of disciplinary action whether or not a lesser form has proceeded the action. This would depend upon the severity of the offense. Lawful in that discipline and the procedure by which it is administered does not violate Rules or Administrative Regulations, Departmental Rules of Conduct, Departmental Standard Operating Procedures, or the employee's constitutional rights.

The principal objective of disciplinary action is to improve or correct performance, efficiency and morale of the employee receiving discipline, as well as that of the Department. Disciplinary proceedings and the results thereof are confidential. The supervisor is responsible for maintaining this confidentiality. All media inquiries pertaining to disciplinary actions shall be directed to the Fire Chief. Contents of a reprimand or separation notice are public record and are subject to disclosure.

Supervisors should keep in mind that all disciplinary actions imposed are reviewed by their superiors and the Fire Chief. It is mandatory that supervisors seek support from their superiors prior to taking disciplinary action, and feel comfortable that they can support their actions in a review or appeal process. Support from supervisors is extremely important when disciplinary action beyond a verbal reprimand is being considered. Upon request of the supervisor, a superior may be made available to provide staff support and guidance in any disciplinary action. Also, the Training Officer shall be notified of disciplinary action involving a probationary Firefighter or Firefighter Trainee.

The failure to follow department policies may subject an employee to disciplinary action. In some circumstances, additional training and/or counseling may be the most appropriate method to deal with an employee's violation of department policy. Each violation of department policy or applicable laws will be handled on an individual basis. All written interaction reports for violation of a department policy or applicable laws that govern conduct will be forwarded through the chain of command to the Fire Chief for his review. Upon receipt of such reports, the Fire Chief will evaluate the reports on an individual basis.

FACTORS OF DISCIPLINARY ACTION AND PROCESS

When disciplinary action is required, the decision concerning the appropriate level and amount of discipline shall be determined, but not limited, by the following factors:

1. The nature of the violation of policy or law.
2. Whether the violation was intentional, reckless, or involuntary.
3. Whether the employee was candid and forthcoming concerning the violation.
4. The extent to which the violation reflects adversely on the department.

STANDARD OPERATING PROCEDURES

5. The level of honesty and integrity that the employee displays.
6. Whether, and to what extent, the employee has a prior disciplinary record.

If an employee acts contrary to department policy, or if a supervisor feels that disciplinary action is necessary to correct an employee's behavior, or if the supervisor is directed, he/she should complete an interaction report and/or gather interaction reports from other employees familiar with the situation. A memo requesting action should then be processed through the chain of command to the Fire Chief. The memo should include the facts of the incident(s) that have contributed to the unacceptable conduct, the date(s) of the offense, and any recommendations for actions that the supervisor feels would be appropriate.

The Fire Chief or his designee will administer disciplinary action. A four-step progressive discipline process should be used to assist employees in correcting unacceptable conduct or behavior. The four steps are:

1. Counseling/verbal warning
2. Written warning
3. Final warning, suspension and/or probation extension
4. Termination

In most cases minor job performance problems can be resolved by the supervisor bringing the problem to the attention of the employee, and the employee making the proper modification in his/her performance. When a serious job performance problem is identified, the supervisor must decide whether to solve it through:

- a) Training
- b) Employee Assistance Services
- c) Non-Disciplinary Counseling or
- d) Disciplinary Action

Each situation or issue will be considered separately, and it will be the supervisor's responsibility to make a determination as to the best course of action to take to resolve the situation or issue.

The plan for corrective action is a structure for employee development and assistance in correcting undesirable behavior. Accelerated action may be taken if an action is of a critical nature or if multiple infractions have occurred, or if the Fire Chief determines that the situation requires more stringent action.

Employees within the initial probationary period or who are placed on probation may be terminated at any time during the probationary time period if the employee does not demonstrate the skills necessary to perform the function(s) of their job. If placed on probation as a result of disciplinary action and the employee fails to correct the unacceptable conduct or behavior, accelerated action may be taken.

COMPLAINTS, INVESTIGATION, AND DISCLOSURE OF MISCONDUCT

Any accusation of misconduct or complaint involving Fire Department employees shall be thoroughly investigated before formal action is taken. The

STANDARD OPERATING PROCEDURES

investigation is a fact finding process and supervisors are cautioned not to make judgments until a thorough investigation is concluded.

For accusations and complaints of serious on-duty misconduct, an investigative report must be completed. Accusation or complaints of criminal misconduct will be assigned by the Fire Chief to the Battalion Chief for investigation. Exceptions to this are infractions of the law, which will be investigated by the appropriate law enforcement agency with jurisdiction. The Fire Chief may suspend an employee (with pay), or reassign an employee pending the outcome of the investigation. When a supervisor prepares an investigative report, it must include the following information before it is considered complete:

Summary of the Incident - answer the questions: who?, what?, where?, why?, when?, and how? In a criminal situation, a copy of the Police Report will be included.

Interviews Conducted - this must include the interviewee, rank and assignment, date, time, location, those present, and the information discussed. If possible, a signed statement by the interviewee should also be obtained. When an accused employee is being interviewed, and the complaint is of a criminal nature, the employee shall be advised that:

- He/she has the right to representation.
- The questions asked will be narrowly and specifically related to employment issues.
- Failure to cooperate serves as a separate basis for disciplinary action, including termination.

Employee History - this is a summary of commendations, performance ratings, and previous disciplinary actions concerning the employee. The employee's file shall be reviewed. If the investigation involves criminal activity, a "Background Check" must be requested.

Conclusions - from the information available, the supervisor must make a determination of responsibility. Extenuating circumstances may be discussed in this section.

Recommendations - state the recommended disciplinary action or alternate course of action, if any.

Attachments - relevant documents that the supervisor considers part of the investigative report.

The completed report shall be forwarded directly to the Fire Chief via the appropriate supervisor. The investigative report is CONFIDENTIAL and for administrative use only. Care will be taken to maintain the confidentiality of the report. Questions concerning legal issues pertaining to Administrative Investigations should be directed to the Fire Chief, who will consult with department counsel. Following are legal issues that supervisors should keep in mind when conducting administrative investigations:

- An employee may be compelled by supervisors to answer questions that are related to his/her duties or fitness for duty. Failure to answer such questions completely and truthfully may

STANDARD OPERATING PROCEDURES

form the basis for disciplinary action, including termination. An employee under investigation should be so advised prior to an administrative interview.

- If an attorney is permitted, and the matter is of a criminal nature, the attorney's function is to advise the employee, not to answer for him/her.
- Lockers, desks, etc. furnished by the Department for the use of employees are subject to inspection and may be searched by supervisors. Items found may be used in a disciplinary proceeding.
- If reasonable suspicion exists, an employee may be required by supervisors to submit to a blood or urine test to determine whether he/she is under the influence of alcohol, drugs, or controlled substances while on duty. These tests must be performed under medical supervision.

SUSPECTED ON-DUTY SUBSTANCE ABUSE

Any employee using medication or prescribed drugs which may impair job performance shall report this fact to his/her supervisor. Reporting for work under the influence of alcohol or drugs, or any substance, which impairs any employee's mental or physical capacity, will not be tolerated. The use, sale, purchase or possession of alcohol or unauthorized controlled substances at the work site is prohibited, and shall be grounds for disciplinary action. When circumstances indicate that the employee may be under the influence of alcohol or drugs, the supervisor may direct the employee to submit to a drug screening and/or blood alcohol test. Refusal to submit to testing shall be grounds for disciplinary action.

Supervisory Responsibilities - If a supervisor has reason to believe that an employee is under the influence of alcohol or drugs when reporting for work or during the work shift, the supervisor shall verify the employee's condition and relieve the employee of his/her duties. The second level supervisor must be notified of the situation and must respond to the workstation.

An employee who is believed to be under the influence of alcohol or drugs shall not be allowed to operate or drive a vehicle, including a private vehicle, until the condition of the employee has been determined. The possibility of liability to the Department and to the supervisor exists if an employee who is under the influence of alcohol or drugs is allowed to remain working, to operate or drive vehicles or equipment on the job, or to drive a private vehicle from the work site.

Observation - If a supervisor observes an employee who appears to be under the influence of alcohol or drugs, he/she should, if practical, seek the opinion of at least one additional supervisor. Reasonable suspicion should exist before requesting the employee take a drug screening and/or blood alcohol test. Reasonable suspicion is defined in

STANDARD OPERATING PROCEDURES

Section 4. The supervisors shall document observations in writing. A copy of this document will be provided to the employee upon request.

Referral for Testing - If the supervisors determine that reasonable suspicion of impairment exists, the employee should be directed to accompany the supervisor to a testing facility for a drug screening or blood alcohol test to determine fitness for duty. All required releases and/or forms will be completed and signed by the employee before a sample is obtained. Tests will be conducted on department time and paid for by the department.

Refusal to take a drug screening and/or blood alcohol test or sign a release form may result in disciplinary action.

A positive drug screening or blood alcohol test should be verified by an additional test. The testing facility should ensure adequate chain-of-custody for sample collection and testing. A sample may be provided to the employee for independent testing at his/her expense.

Test Results - Employees who test positive, refuse the test, or release of information shall be considered unfit for duty and will be relieved from duty that day. The employee should not be allowed to drive to the hospital or to drive home. If the employee submits to the test and signs the release form, he/she will be placed on paid leave until the results of the tests are available.

DETERMINING THE PROPER DISCIPLINARY ACTION

After an incident or complaint has been thoroughly investigated, the supervisor must make a decision concerning the action that would be most appropriate. Factors to be considered in making this determination are:

- a) The seriousness of the offense.
- b) The employee's past history with the Department.
- c) The past practice of the Fire Department in dealing with similar offenses (supervisors may need to consult with the Fire Chief for this information). **have list of offenses?**

The final action will be determined after considering the factors previously listed, and applying them to the particular situation.

SUPERVISORY COUNSELING

Verbal - This is the most often used and least severe of the formal group of corrective actions. It is, simply stated, a verbal warning. When properly administered, it serves to notify employees that certain behaviors or performance deficiencies need changing/improving or further action may take place. The supervisor should keep notes of the counseling session for reference.

STANDARD OPERATING PROCEDURES

Written - A supervisor write a memo of counseling. This memo of counseling may be placed in employee's file.

THE WRITTEN REPRIMAND

Supervisors may use written reprimands to document a repeat offense of a minor infraction, or a more serious single infraction for which suspension; demotion or termination is not appropriate. A copy of the Written Reprimand Form document should be included in the employee's personnel file. In a case involving the performance of probationary firefighter a photocopy of the document should also be forwarded to the Training Officer.

PREPARATION OF MEMOS OF COUNSELING AND WRITTEN REPRIMANDS

A memo of counseling documenting a verbal reprimand or Written Reprimand are both addressed from the supervisor to the employee. These documents should be written as if the employee were being told the information in a conversation with the supervisor. The following must be included in these documents.

1. The date of preparation.
2. A description of the incident.
3. The rule(s) and/or policy violation.
4. An explanation or what is expected of the employee in the future, written as a clearly stated objective.
5. The disposition of the document.
6. A review date for possible removal from his/her Personnel File.
7. The signatures of the supervisor and the employee, acknowledging that the employee has read the contents of the document and has received a copy.

If the employee refuses to sign a Written Reprimand, the supervisor must obtain a witness' signature on the document indicating that the employee refused to sign. The document is then processed as previously described. An employee's refusal to sign is not grounds for separate disciplinary action.

SUSPENSION, DEMOTION OR TERMINATION

Suspensions, demotions and terminations are utilized as punitive, yet corrective measures taken for numerous repeated incidents of rule infractions or a single major infraction by an employee. It is the responsibility of the supervisor to stabilize a situation in which immediate action is necessary. This may require relieving the employee from duty (with pay) until a decision is made concerning the official action to be taken. Supervisors should not commit themselves to a particular form of disciplinary action prematurely.

The Fire Chief will make the final decision concerning suspensions, demotions or termination. This will ensure the consistency of serious

STANDARD OPERATING PROCEDURES

discipline administered throughout the department. When the final decision is made concerning the proper course of action, a Discipline Notice will be prepared and disciplinary action will be administered.

If a complaint is received from the public, the employee receiving the complaint will take the complainant's name, telephone number, and advise them that an officer will contact them as soon as possible. The employee receiving the complaint will then immediately contact a Chief Officer and provide the information. The employee receiving the complaint will behave in a calm, polite, and professional manner even in the face of an agitated or angry complainant and will not discourage any person from making a complaint.

An officer will then contact the complainant and determine the nature of the complaint. The officer will behave in a professional manner and remain calm and courteous at all times and attempt to calm the situation and minimize conflict. The officer should attempt to arrange a meeting with the complainant where they can file a written complaint. Following the meeting or phone conversation (if there is no meeting) the officer will submit a memo and all information collected to the Fire Chief. The Fire Chief will investigate the complaint.

For employee-to-employee complaints, employees will not directly or indirectly discourage or attempt to coerce any other employee from making a complaint of employee misconduct. All employee-to-employee complaints will be in writing, submitted on a department interaction report, and submitted to the immediate supervisor. If the supervisor is involved, the interaction report will be submitted to an officer.

Employees are required to promptly report their own misconduct to their own immediate supervisor (i.e. officer level supervisor).

Employees shall not conceal their own or another employee's violation of department policy, local, state, or federal law from their immediate supervisor or any other department officer. If personnel are found to have knowingly concealed another employee's violation of departmental policy, local, state, or federal law from a supervisor or department officer, the employee committing the offence and the employee(s) with knowledge of the offence will be disciplined.

APPEALS OF DISCIPLINARY ACTION

The Board of Commissioners authorizes the Fire Chief to handle the daily operations of the Fire Department. Disciplinary action is a component of daily operations, and is approved or administered by the Fire Chief or his/her designee. Department employees have the right to appeal a disciplinary action to the Fire Chief and/or his/her designee for review and consideration. Any request for a grievance hearing must be passed through the proper chain of command to the Fire Chief. For termination or suspension exceeding thirty (30) days, written appeals may be made to the Board of Commissioners. Such appeals must be submitted or postmarked to the Board of Commissioners within five (5) days of the final action.

STANDARD OPERATING PROCEDURES

SECTION 8: UNIFORM AND PERSONAL APPEARANCE STANDARDS

GENERAL PERSONAL APPEARANCE STANDARDS

Personal Appearance

Department employees shall be required to present a neat and clean appearance at all times and will be held personally responsible for their appearance while on duty.

Uniforms

Employees are expected to maintain a high level of professionalism at all times in regards to the appearance of their duty uniform. The minimum general department uniform to be worn when reporting for, and while on duty is:

- Navy blue department style polo shirt
- Navy blue department short or long sleeve T-shirt depending on weather
- Navy blue department sweatshirt or department collared work shirt during extremely cold weather
- Navy blue BDU style or uniform style pants
- Black duty boots (lace-up or zip-up) (no cowboy boots)
- Black uniform style duty belt
- Navy blue department ball cap (may have FF's rank on front)

To allow for changing of uniforms after a major event such as a fire, employees should bring at least one complete set of uniforms with them when they report for duty. All employees are also required to bring their department Polo shirt with them when reporting for duty in case they are required to go out in the public during shift.

Uniform Maintenance

Employee uniforms will be properly maintained at all times. The uniform will not be dirty, faded, or have cracked lettering. Employees should bring extra uniforms to work during extended duty to allow for changing in case a uniform becomes soiled or dirty. General uniform maintenance will be:

- Uniforms should be clean, and free of wrinkles
- All uniforms should be kept in good condition at all times
- Uniform shirts should not have cracked lettering, be torn, or worn
- Pants should not be torn or faded
- Pants should be free of wrinkles
- Shirts should be tucked in at all times
- T-Shirts alone should not be worn outside of the station unless on an emergency run, or during extremely hot weather.
- Sweatshirts should not be worn outside of the station unless on an emergency run, or during extremely cold weather.
- Department work shirts may be worn outside of department anytime while on duty
- Boots should be free from dirt and polished
- Hats should not be faded or torn

STANDARD OPERATING PROCEDURES

- Only authorized patches are to be worn on an employee's uniform

Maintaining the condition of uniforms is the employee's responsibility. If an employee is in need of uniform items, he/she should notify a supervisor.

Sunglasses

Sunglasses may be worn except when dealing with the public while indoors.

Off Duty Personnel

Personnel responding to incidents while off duty should make an effort to look clean, neat, and professional. Staff responding off duty must wear a department T-shirt at minimum for identification purposes. Upon arrival at an incident scene staff are to immediately report to the Incident Commander for accountability and assignment. Freelancing will not be tolerated.

Due to the safety of department personnel, excessive jewelry such as nose rings, earrings, lip rings, or brow rings will not be allowed. Wedding bands, engagement rings, and watches are acceptable to wear. Necklaces should be worn in moderation and should not be extreme in appearance, and conform tightly to the neck as not to present an entanglement hazard.

Extreme or fad style haircuts or hairstyles are not authorized. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance. Lines or designs will not be cut into the hair or scalp. Haircuts without reference to style should not interfere with proper wearing of headgear or protective mask and will conform to the following standards.

Male- The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will present a tapered appearance and when combed should not fall over the ears or eyebrows. Sideburns will not be bushy, pointed, or extend below the lowest part of the exterior ear opening. Mustaches will be neatly trimmed, and not present a chopped off appearance. The face will be clean-shaven other than wearing of an acceptable mustache or sideburns. Beards and goatees are prohibited. Wigs or hairpieces will not be worn while on duty or in uniform except for cosmetic reasons to cover natural baldness or to cover physical disfigurements.

Female- The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair length should be kept in moderation so as when pulled back it doesn't fall over the eyebrows or the ears. Hairstyles should not interfere with the proper wearing of headgear or protective mask. Beads or similar ornamental items excluding hair holding barrettes, clips or bands will not be authorized. Extreme shades of lipstick or nail polish will not be authorized.

Off duty personnel wearing items with a department logo are expected to conduct themselves in a professional manner in accordance with department departmental guidelines.

STANDARD OPERATING PROCEDURES

After Hours/Night Time Uniform

Personnel must report for duty in full uniform.

After regular business hours (1900 hrs), on-duty crews may wear a designated department T-shirt, while in station, on emergency runs, or during training. Crews on duty after 1900 hrs may (if no other official business is pressing) wear navy blue or gray cotton shorts (preferably with a department logo) and a navy blue or gray department T-shirt. This is the minimum dress requirement for all personnel on duty. In the event of an emergency run while wearing this attire staff **MUST** wear, at a minimum, turnout pants- **NO EXCEPTIONS!** The on-duty Battalion Chief or highest-ranking officer on duty has final say regarding uniforms.

Inclement Weather Exceptions

Inclement weather is defined as temperatures below 40 degrees or above 90 degrees. During times of inclement weather, (snow, sleet, freezing rain, extreme heat, etc.) employees may wear department sweatshirts, or T-Shirts out in public at any time. A navy blue or dark blue jacket is also allowed. Jackets should not have any patches or logos (unless approved by the Fire Chief) and should not be represent a department other than the Sherwood Fire Department.

PROTECTIVE CLOTHING AND SCBA POLICY

All employees will be required to wear full protective clothing and SCBA at all times when participating in or exposed to the hazards of live fire fighting. Full protective clothing is defined as: positive pressure SCBA, protective coat and trousers, approved footwear, helmet, gloves, and approved protective hoods or a combination of ear flaps and collar that provide protection for the ears and neck and interface with the self contained breathing apparatus (SCBA), protective coat, and helmet. Individuals with excessive facial hair, including stubble and wide sideburns, that interfere with the SCBA seal cannot expect to obtain as high a degree of respirator performance as clean-shaven individuals. The department requires that facial hair not interfere with the SCBA respirator seal surface (i.e., shave where the seal touches the face), or the department may prohibit the employee from working in areas requiring respiratory protection.

SECTION 9: OPERATION OF VEHICLES AND APPARATUS

GENERAL PROVISIONS

Employees shall operate department vehicles and apparatus with the utmost safety in mind, and high regard for traffic and public safety.

To operate department vehicles and apparatus, employees must possess a valid Arkansas driver's license (minimum of a Class D). If an employee's driver's license becomes suspended, revoked, or expired, it is their obligation to notify their immediate supervisor and take actions to correct the validity of the driver's license before they operate any department vehicles or apparatus.

STANDARD OPERATING PROCEDURES

Employees must possess the knowledge, skill, and ability to operate a particular vehicle or apparatus before they do so, based upon training and experience. Outside of training evolutions, persons that are assigned as drivers must be comfortable with the apparatus or vehicle and able to perform a safe emergency vehicle response with said vehicle or apparatus. In the event that the employee, or supervisor, does not feel that drive possesses sufficient knowledge or skill or they feel uncomfortable in operating a particular vehicle or apparatus, they will not operate the apparatus and will notify their immediate supervisor and training officer of the situation.

Note: Each vehicle or apparatus is different. Knowing how to operate one does not necessarily mean that an employee knows how to or is comfortable with operating a different vehicle.

It is the responsibility of the employee to seek training in the operation of the department vehicles and apparatus. The Training Division will certify employees to be drivers by providing a test of knowledge and practical driving skills, applicable laws, pump operations, ladder operations, knowledge of equipment on the apparatus, district familiarization, and policy and procedure. Employees must pass the test with the final minimum result of 80% to be classified as driver for the department. The Fire Chief or his designee may waive this requirement for special circumstances or conditions on a permanent or temporary basis, based on previous confirmed training and experience.

EMERGENCY RESPONSE

When engaging in an emergency response, employees shall operate department vehicles and apparatus with all emergency lights and audible siren, and execute due regard for the public. Air horn or other audible signals will be used in areas of traffic congestion to warn traffic of the approach of the emergency vehicle.

Drivers should be mindful of all traffic conditions and drive at safe speeds governed by the conditions (i.e. time of day, traffic density, weather, etc.).

Drivers should be courteous and conscious of late evening hours, when most people are asleep, and not over use audible emergency equipment as to annoy the public for no good reason. This does not mean that emergency lights and sirens will not be used.

To reduce the liability of the fire department, and protect fire department employees and the general public, department employees will not engage in emergency response if the type of incident does not dictate a true emergency. Further, upon determining, by arrival or other means, that a true emergency does not exist, the Company Officer or their designee will advise all other responding units to "reduce code" or cancel their response, whichever is appropriate.

NON-EMERGENCY OPERATION

Drivers operating department vehicles and apparatus in non-emergency mode shall obey all state and local traffic laws and drive with due regard to the public safety.

STANDARD OPERATING PROCEDURES

USE OF SEATBELTS

All drivers and passengers riding in a department vehicle or apparatus will ride one person to a seat and use a seat belt while the vehicle is in motion. The Supervisor of the fire apparatus will not allow employees or other people to ride on fire apparatus while it is in motion in places other than the designated seating areas. Exceptions to this section may be emergency situations, parades, or other demonstrations.

BACKING

When operating a department vehicle or apparatus in reverse, the driver will turn on the emergency lights to the vehicle and make sure the path of travel is clear before moving the vehicle. The driver should use another person as a "spotter" to ensure the safety of the travel; however, if a person is not available the driver will conduct a walk around the apparatus and use due care in operation of the vehicle while operating it in reverse. Damages of department vehicles or apparatus or other property caused by the negligent operation of a department vehicle or apparatus may result in liability on the part of the driver and/or spotter.

CARE AND MAINTENANCE OF VEHICLES AND APPARATUS

All employees will be responsible for the care and maintenance of department vehicles and apparatus. Specifically, each Lieutenant / Driver Operator is responsible for the upkeep, maintenance, and operation of the primary response vehicle for his/her assigned station (i.e. Engine 2 is the primary response vehicle for Station 2, Truck 1 and R 1 are the primary response vehicles for Station 1, and Engine 3 is the primary response vehicle for Station 3).

Vehicles or apparatus that are not operating properly or have some sort of malfunction in any of its systems (i.e. pump, electrical, transmission, etc.) should be taken out of service immediately and the driver should notify his/her shift supervisor immediately. The supervisor should contact the Battalion Chief at Station 1, who should contact the on-duty Assistant Chief, or the Fire Chief, so that repairs can be made and the vehicle can be returned to service.

Lieutenants / Drivers shall make sure that their primary response vehicle is kept clean on the interior and exterior and is free from debris, dirt, road grime, or mud.

Lieutenants / Drivers shall make sure that all equipment is stocked and loaded properly on the apparatus at the beginning of each shift, (day and night), and throughout the shift as needed to ensure a full emergency response capability at all times.

Employees shall not place any stickers or logos on any department vehicle or apparatus unless specifically approved by the Fire Chief.

Employees shall not use tobacco products or allow others to use tobacco products in a department vehicle or apparatus.

STANDARD OPERATING PROCEDURES

WEEKLY MAINTENANCE CHECKS

Every Tuesday, at the beginning of shift, the on-duty crews will thoroughly check all fire vehicles and apparatus assigned to their particular station. Each vehicle and its equipment will be checked for those things outlined on the Maintenance Report Form. Any problems or deficiencies should be noted on the Maintenance Report Form and the Maintenance Division should be notified of major problems. Any equipment found to be deficient or not operating in a proper manner should be removed from service until the problem can be reported and corrected.

Employees will complete the Maintenance Report Form completely to provide the Maintenance Division with the accurate status of the vehicles or apparatus. Employees must be accurate in entering the current odometer and hours of operation section for department records, and make certain the forms are completed and turned in to the appropriate location.

Every Thursday, the on-duty crews will wash and clean the secondary vehicles and apparatus. The interior and exterior should be kept free of debris, dirt, road grime, and mud. Secondary vehicles should be started daily to ensure that all systems are functioning normally and properly. These units will be fueled on Thursday.

COLLISIONS OR DAMAGE TO VEHICLES OR APPARATUS

Employees shall immediately stop at the scene of any incident that results in damage to a department vehicle or apparatus or a personal vehicle being used in emergency or non-emergency response to an incident. Employees shall immediately report the situation to dispatch and request a police officer of the appropriate jurisdiction be dispatched to the scene of the incident. Employees will immediately notify a chief officer to receive further instructions.

Collisions involving department vehicles or apparatus should be investigated with the responsible jurisdiction. As a general rule, the following agencies would have jurisdiction:

1. The county sheriff's department if the collision occurred on a county road.
2. The municipal police department if the collision occurred on a city street.
3. The Arkansas State Police if the collision occurred on an interstate or state highway outside of a municipality.

Whenever a department vehicle or apparatus is involved in a collision that results in a death, personal injury, or damage in excess of \$250.00, a chief officer, should be notified, and will respond to the scene to make an independent investigation. The investigating officer should attempt to determine whether any negligence on the part of the driver was a contributing factor. The investigating officer will report findings to the Fire Chief.

A collision is considered a critical incident and the driver will be subject to a Critical Incident Drug Screen as outlined in Section 4.

The chief officer responding to the scene, or his designee, will assure that the proper paper work is completed and copies are received by the fire department and

STANDARD OPERATING PROCEDURES

placed in a file. The Fire Chief will review the accident and make determinations necessary to clear or charge the driver with negligence in operation of the vehicle or apparatus. Negligent operation or operation without due regard for the public safety is a violation of department policy and the driver may be subject to disciplinary action.

FUELING OF VEHICLES AND APPARATUS

Normally, the fuel tank in a department vehicle or apparatus that is used in emergency situations should be kept at least three-quarters full at all times.

Employees should refuel department vehicles, apparatus, and equipment to ensure the operation of such vehicles and equipment for extended duration.

If inclement weather is forecast, employees should "top off" all vehicles, apparatus, and equipment with fuel.

Employees shall be mindful of the type of fuel they are pumping into a vehicle and make sure they are putting the correct type of fuel in the vehicle.

SECURITY OF VEHICLES AND APPARATUS

Employees shall secure department vehicles and apparatus at all times to protect against theft, vandalism, or terrorism. The supervisor of an apparatus may post a person to be responsible for the security of the apparatus and its equipment.

SECTION 10: EQUIPMENT MAINTENANCE

GENERAL PROVISIONS

The Logistics and Supply Office will be responsible for the accounting of all department owned equipment: personal protective, apparatus, and other station equipment.

The Apparatus Maintenance Officer will be responsible for overseeing the maintenance and overall operation of all apparatus equipment.

The Station Maintenance Officer will be responsible for overseeing the maintenance and overall operation of all station based equipment.

In accordance with National Fire Protection Association (NFPA) 1500, all department employees assigned to firefighting duties will be provided with a complete and fully functional set of personal protective equipment including: helmet, protective hood, gloves, turnout coat, turnout pants, boots, and pass tag.

The fire department will purchase and maintain the equipment necessary to carry out the functions of the fire department, within budget limitations.

STANDARD OPERATING PROCEDURES

Employees will use due care in operating and using fire department equipment and will not intentionally damage, destroy, deface, or otherwise alter any department property or equipment.

PERSONAL PROTECTIVE EQUIPMENT MAINTENANCE

Each employee will maintain all equipment personally issued to him or her by the Logistics and Supply Officer. Employees should attempt to store their personal protective equipment out of direct sunlight as to avoid unnecessary deterioration or reduction of life due to UV light. Upon completion of a shift, employees will remove their own personal protective equipment from the station apparatus bay or fire apparatus and store it properly, either by hanging it on the provided gear racks or other appropriate means.

Employees shall assure that protective clothing protects the head, body, and extremities, consisting of at least the following components: foot and leg protection; hand protection; body protection; eye, face and head protection. An employee will immediately report any deficiencies in their assigned personal protective equipment and have it remedied or replaced.

APPARATUS EQUIPMENT MAINTENANCE

At every shift change, the apparatus driver will be responsible for making sure that the equipment on the primary apparatus to which they are assigned is in proper working order.

Each individual assigned to the apparatus for that shift will be responsible for checking their own SCBA and personal protective gear.

The on-duty drivers will be responsible to see that their primary apparatus is properly stocked and all equipment is clean, fully operational, and fueled for immediate use. Any deficiencies should be reported immediately and deficient equipment should be taken out of service and replaced or otherwise noted.

Each Tuesday, all equipment on each fire apparatus or vehicle will be checked for operation, fuel, and cleanliness. Any deficient operation or notes will be made on the Vehicle Maintenance Form to be turned in to the Maintenance Officer.

Each Thursday the second out units will be fueled and properly cleaned.

Once a quarter, (March, June, September, and December) all supply hose, 5" and 3", will be laid out, charged, and reloaded to exercise the hose in accordance with International Fire Service Training Association (IFSTA) manual procedures. This is to ensure a long service life of the hose.

STATION EQUIPMENT MAINTENANCE

Station equipment will be maintained by the on-duty staff and should be regularly tested and checked for proper operation and cleanliness.

STANDARD OPERATING PROCEDURES

LOST, STOLEN, OR DAMAGED EQUIPMENT

In the event that department equipment is lost, stolen, or damaged, the employee to whom the equipment was assigned shall immediately notify their supervisor, and write an interaction report. The employee should prepare (on an Interaction Report) information about the circumstances in which the property was lost, stolen, or damaged and a description of the property. This report should be submitted to the Fire Chief, through the chain of command, and then routed to the Logistics and Supply Officer or the Maintenance Office, for repair or replacement.

The employee may be responsible for the value of the lost, stolen, or damaged property if it is determined that the employee could have prevented the loss or if employee negligence occurred. This determination will be made on a case-by-case basis by the Fire Chief.

SECTION 11: STATION MAINTENANCE

GENERAL PROVISIONS

All property owned and/or leased by the department will be maintained at the highest possible standard by the employees of the department.

On-duty and off-duty personnel may be required to perform general maintenance or special maintenance duties.

On-duty employees will complete daily, weekly, and monthly cleaning lists. These lists should be completed as early as possible in the shift, unless other official duties take precedence (i.e. an emergency call).

Supervisors and Officers may assign extra cleaning duties. Supervisors should take into account special events or meetings that may occur at the fire department stations when assigning cleaning duties and tasks.

Station cleanup will be the general responsibility of the on-duty firefighter; however, all on-duty staff should participate in daily, weekly, and monthly cleaning duties.

DAILY CLEANING DUTIES

Every day shift, the following duties will be completed;

1. Clean all table and counter tops with a sanitizer.
2. Make sure all dishes are cleaned, dried, and stored.
3. Clean all station toilets and urinals.
4. Sweep and mop all tile and gray strip floors.
5. Sweep the apparatus bay.
6. Vacuum all carpeted floors.
7. Clean all cobwebs in the living areas.
8. Clean all mirrors.
9. Stock toilet paper, towels, and soap.
10. Wash first out apparatus if needed.

STANDARD OPERATING PROCEDURES

Every night shift, the following duties will be completed;

1. Sweep the apparatus bay floor.
2. Clean the first out apparatus.
3. Make sure all dishes are cleaned, dried, and stored.

WEEKLY CLEANING DUTIES

The on-duty staff will perform a special duty each weekday. These are:

- Monday - Clean cobwebs in the apparatus bay
- Tuesday - Apparatus checks
- Wednesday - Clean out refrigerator, and clean stove
- Thursday - Wash second out apparatus
- Friday - Scrub and wash-out the apparatus bay
- Saturday - Mow, trim and weed the grass at the station
- Sunday - Wash off pad in front of station

Every Saturday the Battalion Chief at Station 1 will conduct an inspection of each station. The station inspection forms are to be filled out and turned in to the Assistant Chief's box for review. These inspections will accomplish two things. First, it will assure the cleanliness of each station. Second, it will promote a safe working environment for Department employees.

MONTHLY CLEANING DUTIES

Air filters will be checked monthly and replaced as necessary. All tile floors will be waxed on the first day of the month.

SEASONAL AND SPECIAL DUTIES

As determined by the Station Maintenance Officer, employees may be required to perform special cleanup or improvements to the fire station. For example: the gutters may need to be cleaned, or the parking lot may need to be re-stripped.

SECTION 12: REPORTS AND WRITTEN COMMUNICATIONS

GENERAL GUIDELINES

Employees should document all matters that come to their attention that may need to be recalled in the performance of their duties, and discipline.

Employees are prohibited from knowingly falsifying information on any department form or report or on any other document that relates to official department business.

Employees will complete department forms and reports in neat, legible handwriting being conscious of proper spelling, punctuation, grammar, and accuracy. Documents should be void of typographical errors. Letters and memorandums that are issued on department letterhead must be typed by using a word processor or

STANDARD OPERATING PROCEDURES

computer. Department letterhead should only be used for official department business.

Supervisory personnel shall be responsible for making sure that all documentation concerning official department business is neat and correct, that punctuation and grammar is proper and acceptable by business standards, that words are properly spelled, that the document does not contain "typographical errors," and that the information contained in the document is clear and accurate. Supervisors who receive documentation that does not meet these requirements should promptly return the documentation to the submitting employee for correction.

The repeated failure to meet the reporting standards shall constitute a violation of department policy and may result in the employee and/or the employee's supervisor receiving a written reprimand or other disciplinary action.

If an employee does not understand how to fill out a particular form or report, it is that employee's responsibility to contact their immediate supervisor for clarification and assistance.

INCIDENT REPORT

The incident report is used to document the actions of the fire department at the scene of any emergency or non-emergency incident of which the department may encounter. The fire department currently uses FIREHOUSE SOFTWARE (FH) to handle most of the department data. Employees will be issued a login name and password to access the software. Employees will use the FH incident report to document their official activities. The form is self-explanatory and consists of several "fill in the blank" style entries. Employees should familiarize themselves with this software and seek assistance if they do not understand the manner in which to properly enter an incident report.

Information gathered on this form is needed to fill out NFIRS reports, Firehouse Software Data reports, ISO statistics, and for other departmental purposes. To maintain accurate record keeping for the department, every report should be accurate and filled out the best of the employees ability with the information presented at the time, and entered into FIREHOUSE as soon as possible. All reports are to be entered by the Supervisor prior to going off shift. Failure to comply with the complete, accurate, and timely entry of information may result in disciplinary action.

The public may be provided a computer-generated copy of a report upon officer approval. If a member of the public wants a copy of the report, they must contact the Administrative Assistant during regular business hours, and they may purchase a copy of the report for five (5) dollars. The Fire Chief may waive the report fee.

MAINTENANCE REPORT FORM

The maintenance report form is provided to document the condition, operation, non-operation, repair, and maintenance of equipment and apparatus. The maintenance report form is self-explanatory and consists of "fill in the blank" style

STANDARD OPERATING PROCEDURES

entries. It is important that this form is filled out correctly to maintain accurate maintenance records and so that attention will be given where needed for repairs or maintenance of equipment and apparatus. This form will be placed in the Maintenance Box outside of the office door.

INSPECTION REPORT FORM

The inspection report form is used to conduct commercial, industrial, educational, governmental, and institutional building fire safety reviews. These reports will be filled out neatly in legible writing and signed by the inspecting member. Any violations of the Arkansas Fire Prevention Code will be listed on the form. The department will retain the white original copy signed by the business representative. The business will receive the yellow copy. The white copy will be placed in the inspection folder for that occupancy. The inspection will be entered in the computer by the supervisor prior to the end of the shift.

A second form, (Pre-fire Plan), for first time inspections, or change in occupancy, is to be completed when a business receives their primary inspection. This will include owner data, structure data, utility shutoffs, emergency contact numbers, and hazardous conditions. This form will be placed in the inspection folder with the inspection. Employees should report new businesses to the Fire Marshal's Office so that they can be added to the database.

These forms are necessary to maintain proper documentation on structures in the fire district. These files may be used to determine a history of violations, cause and origin of a fire, or other information for investigation, private insurance purposes, ISO purposes, etc.

BURN PERMITS/BURN PERMIT LOG

The Fire Chief, or his/her designee, may issue a no charge burn permit to a member of the public with a legitimate purpose to burn in accordance with all applicable, city, county, and state laws. The permit application should be completed with the dates of burning, the responsible party's name, address, phone number, and location of the burn. The person requesting the permit will sign the bottom of the application. The application will then be submitted to the Fire Chief for approval or denial. Upon issuance of the permit, the permit may be pick-up at Station 1 the following business day. The person picking up the permit must then sign the bottom of the permit. The fire department will retain the white copy for department records. The white copies should be placed in the burn permit log.

INTERACTION REPORT

Employees may be required to document various activities during the normal course of business on an interaction report. This is basically a blank form that provides a standardized means of documenting an event. This form may be used document inappropriate action, violations of policy and procedures, concerns or problems encountered with the public or other entities, praises and commendations, recommendations for change, and so forth. The interaction report is considered be a general form to document activity. Employees should be mindful of legible handwriting, proper spelling and grammar, and complete detailed

STANDARD OPERATING PROCEDURES

information, as it is an official document. Employees should understand how to complete this form, and submit the form to the Fire Chief through the chain of command, before any corrective or proactive actions can be taken by the administration. A copy of interaction reports will be placed in your personnel file, as well as the personnel files of everyone involved.

WRITTEN CORRESPONDENCE

There are two basic forms of written correspondence: a memo and a written letter.

MEMO

A department memo is generally used for inter-departmental communication and documentation, as well as updating and adding to the SOP/SOG manuals. Memos regarding SOP/SOG's, written by a Chief Officer and approved by the Fire Chief, will amend and supercede current SOP/SOG's. These memos are printed off by the on-duty supervisor and placed in the memo book in the office of each station for review by all employees. An update to the SOP/SOG manual will then be placed in the manual to reflect this change.

The memo should be written on department letter head followed by four items at the top of the memo. This information should then be followed by two line spaces, and then the message (body) of the memo (not all capitalized).

Memo Example:

TO: CHIEF FRANK HILL
FROM: CAPTAIN JOHN HOGUE
RE: TURNOUT SUPPLY
DATE: JANUARY 4, 2002

As of this date, the department currently has eight spare turnout jackets, eight spare turnout pants, twelve pair of boots of various sizes, twenty pairs of gloves of various sizes, and six yellow helmets. I recommend...

LETTER

A written letter is a formal communication with the persons, organizations, or agencies outside of the fire department. Employees must be extremely careful when writing a letter, and make sure they are free from grammatical and spelling errors (spell check letters composed on computer), as they are a representation of the fire department. A poorly written letter reflects poorly upon the fire department.

The letter should be written using Microsoft Word (or similar word processing program) and should be printed on a laser or deskjet printer. If using a department computer, the document should be saved to the hard drive under My Documents/Correspondence. The file should be saved as [whatever your title is]

STANDARD OPERATING PROCEDURES

[the date].doc. When appropriate, a copy of the letter should be made, stamped as a copy, and filed in the appropriate file.

Example: A letter to a construction company from the Fire Marshal's Office concerning the review of a set of construction plans. A copy of this letter should be made, stamped "copy", and the copy placed in the buildings inspection file for future review.

The letter should be written in a professional manner on department letterhead. All information, titles, paragraphs, and closings should line up on the left margin (left block format).

Letter Example:

January 10, 2002

Mobley Construction Company
2314 Cantrell Road
Little Rock, AR 72227

RE: Construction Project on Manson Road

Dear Sir/Madam:

Regarding site plans submitted for your construction project at 201 Manson Road, I am in receipt of these plans and have completed my review.

There are two concerns with the plans that were submitted. First, ...

Sincerely,

Asst. Chief Mark Mahan
Sherwood Fire Department

cc: Inspector P. Brown, City of Sherwood, File

TMM:moe

Follow this format when writing a letter:

1. The date (use a written date, not numerical) followed by four line spaces (press enter five times).
2. The person you are writing and their address followed by one line space (press enter two times).

STANDARD OPERATING PROCEDURES

3. The topic of the letter (or the RE:) followed by one line space (enter two times).
4. The greeting (i.e. Dear Sir/Madam, Dear Mr. Brown, Dear Ms. Jones) followed by one line space (enter two times).
5. The introduction, body, and conclusion of the message. All paragraphs should line up on the left margin and not be indented. There should be one line space between each paragraph (enter two times).
6. The closing (i.e. Sincerely, Regards, etc.) followed by a comma and then two line spaces (enter three times). This area is where the signature of the writer is placed.
7. The typed rank and name, division, and department of the letter writer followed by one line space (enter two times).
8. Who else is receive(d) a copy of the letter (i.e. cc:) followed by one line space (enter two times).
9. Finally, the initials of the person who is signing the letter and the person that typed the letter. If this is the same person, then this entry is not required. However, if for example, Bobby Joe Brown writes a letter for Chief Hill, then the initials will be FTH:bjb

A well-written letter represents the department, implies confidence and yields results. A poorly written letter creates the exact opposite. Each employee should take time and be careful so that written correspondence presents a positive image for the department.

FREEDOM OF INFORMATION REQUESTS

It is the policy of the department to comply with the Arkansas Freedom of Information Act (FOIA). If a FOIA request is received, ask for a name and phone number and try to determine what information is being requested. Notify the Fire Chief and the department's legal counsel, providing the contact information and outlining the FOIA request, as you understand it. FOIA requests can be verbal or written.

No original documents will be removed from the fire department.

If the requesting party would like photocopies, a rate of \$.25 per page will be charged. A copy of an incident report may be obtained for \$5.00 per report. These fees may be waived by the Fire Chief.

SECTION 13: RADIO COMMUNICATIONS PROTOCOL

USE OF RADIO SYSTEMS

The primary purpose of the department radio system is to facilitate a rapid and efficient means of communications between department personnel and the Communications Center. Employees shall use the department radio system only for official department business or to communicate information to other department personnel.

STANDARD OPERATING PROCEDURES

The primary dedicated channels used by the department are reserved for department business only.

FD-1: Fire Dispatch 1, this channel will be used for all traffic during a response. It is recorded and goes to the dispatch center at Sherwood P.D. You will Check en-route, on-scene, and back in-service on this channel. It will also be used to run all fire ground operations.

FD-2: Fire Dispatch 2, this channel is the same as FD-1. It will be used if another called is dispatched during a run in-progress. In other words if E-2 is running a call on FD-1 and E-3 is dispatched to another call E-3 will use FD-2. It is recorded and you can talk to Dispatch.

FG-1 and FG-2: Fire ground 1 and 2, these two channels are our talk around channels. They are not monitored by dispatch and you cannot talk to dispatch on them. They are not recorded. FG-1 will be used when you are out in the district, and for checking in, and out of the district.

City Common: This channel is the same as it was. You can talk to dispatch, AET, Sherwood PD, or any other radio in the city that has this channel programmed into it. It is recorded and is monitored by dispatch. You must use this channel if you need to talk to AET during a medical call.

Fire Department personnel will use plain English in transmitting radio traffic. Employees should refrain from using "10-codes" or medical signals. Employees should speak in a clear articulate manner when communicating over the radio.

Employees shall make their communications brief and not "tie-up" the radio with unnecessary traffic.

When broadcasting on the radio, employees should be mindful that the Communications Center handles three separate departments and must prioritize the importance and/or urgency of pending radio traffic and requests for information. Employees shall make an effort to minimize radio traffic and requests for information when it is apparent that the Communications Center is occupied with more pressing matters. Employees will always transmit in a professional manner and not engage in bickering or sarcasm. At no time will an employee use profanity over the radio system.

Employees shall not allow persons (other than department personnel) to use their assigned radios unless the circumstances are such that the use of the radio by another person is necessary to communicate or receive a message that is critical to the performance of the employee's duties.

STANDARD OPERATING PROCEDURES

TABLE OF CONTENTS

S.O.G. #01	Operating Emergency Vehicles	3
	Driving Emergency Vehicles	3
	Riding in Emergency Vehicles	4
	Accident Reporting involving Apparatus	5
	Use of Personal Vehicles	5
S.O.G. #02	Alarm Guidelines	5
	Definition of an Alarm	5
	Structure Fires and Fire Alarms	6
	EMS Calls	6
	Specialty Responses	6
	Mutual Aid Guidelines	7
	Radio Communication Guidelines	8
S.O.G. #03	Command and Control	9
	Incident Command System Chart	9
	Definitions	10
	Activation of Incident Command System	11
	Transferring Command	12
	Release of Information to the Media	12
S.O.G. #04	EMERGENCY OPERATIONS FIRE SUPPRESSION	13
	Risk Management	13
	Required use of Personal Protective Equipment	14
	Rapid Intervention Teams	14
	Emergency Evacuation and Pull-out Procedures	14
	Radio	15
	3 Airhorn Blasts	15
	Return to Normal Operations	16
	Removal of SCBA's	16
S.O.G. #05	COMPANY OPERATIONS	16
	Incident Command Staffing	16
	First-in Engine Company	17
	The On Scene Report	17
	Duties of the Second-in Company	18
	Primary Search/Quick Attack	18
	Truck Company Operations	19
	Special Units	20

STANDARD OPERATING PROCEDURES

S.O.G. #06	Tactical / Strategic Guidelines	21
	Response to Automatic Fire Alarm	21
	Determining Offensive or Defensive Attack	21
	Apparatus Placement	21
	Forcible Entry	22
	Foam Operations	22
	Ventilation	22
	Sprinkler/Standpipe Operations	23
	Salvage Operations	23
	Overhaul Operations	24
	Exposures	24
S.O.G. #07	SPECIAL FIRE SUPPRESSION OPERATIONS	24
	Aircraft Fighting Operations	24
	Wild land Fires	25
S.O.G. #08	RESPONDING TO EMS INCIDENTS	26

STANDARD OPERATING PROCEDURES

Standard Operating Guidelines for Emergency Operations

In the following sections, you will find the Standard Operating Guidelines, (S.O.G.'s), for the Sherwood Fire Department. These guidelines are designed to give personnel a guide in which to assess, control, and successfully bring emergency incidents to a close.

These guidelines are to be used only as guidelines, and are not meant to be the rules by which all incidents are to be handled. Due to the nature of our business, all incidents are not going to be identical. Therefore, there will never be a cure- all set of rules that everyone will play by.

We, as professional firefighters, will always have to be dynamic in our ability to adapt and overcome the situations with which we are faced on a day-to-day basis. That is where a good set of S.O.G.'s come into play. They give us a good starting point.

S.O.G. #01 OPERATING EMERGENCY VEHICLES

01-1 DRIVING EMERGENCY VEHICLES

01-1a. Operators of all Sherwood Fire Department apparatus must have completed all qualifications set forth by the Chief, or Training Division before being allowed to work on-duty as a Driver/Operator, unless the person is trained, or has sufficient prior experience to allow him\her to operate the apparatus efficiently, as determined by the training division or a chief officer.

01-1b. Driver/Operators shall always behave in a calm, level headed, professional manner, and obey all orders directed to him\her by the company officer at all times.

01-1c. While responding to emergency calls, all warning devices, (i.e. lights, sirens, and airhorn); will be on and in full use. If the lights are on the siren will be on. No "Code 2" response. It will be left to the discretion of the company officer if the run will be made emergency of non-emergency, (lights or no lights).

01-1d. While driving in non-emergency status, all posted traffic laws will be followed. While responding to an emergency "Code 3" the following guidelines will be followed:

- 1.** All warning devices will be in full use.
- 2.** The truck will not exceed 15 mph over the posted speed limit, and 5-mph over in bad weather.
- 3.** Pass all overtaken traffic on the left.

STANDARD OPERATING PROCEDURES

4. Slow down to a point to where you can stop inside a truck length when approaching an intersection, and come to a complete stop before proceeding through a red light, unless the driver can account for all lanes of traffic.
5. Come to a complete stop at all blind intersections.
6. Stay at least 300 feet behind other apparatus responding to the same incident.

01-1e. When backing an apparatus, all warning lights will be on and the firefighter will get out of the cab and spot the truck back. If it is necessary to back up after dark, the firefighter will take a hand light to assist in the backing process. The spotter will have control of the backing process once the driver has determined the direction he\she wants to go.

01-1f. Parking brake and wheel chocks will be set anytime the apparatus is parked anywhere other than in the engine bay. It is the Driver's responsibility to insure that the brakes and chocks are set before he\she leaves the apparatus.

01-1g. Anytime the road conditions, or the visibility, become hazardous it will be up to the Company officer, (Supervisor), as to how the apparatus will respond to the incident. If visibility drops to less than the length of the truck, a spotter will be used to walk in front of the apparatus with a hand light and act as a guide.

01-1h. All personnel must be seated with seat belts fastened before the apparatus leaves the bay.

01-2 RIDING IN EMERGENCY VEHICLES

01-2a. Only fire department personnel and civilians with written permission from the Fire Chief will be allowed to ride on any equipment owned by the Sherwood Fire Department.

01-2b. All personnel will be fully turned out, seated, and seat belted in before the apparatus leaves the bay. It will be the responsibility of the Supervisor to insure that all personnel are seated and belted in at all times when the pump is in motion.

01-2c. It will ultimately be the responsibility of the on-duty company officer to insure that the apparatus is operated in a safe and efficient manner. He/she will also be held accountable for the safety of everyone onboard.

STANDARD OPERATING PROCEDURES

01-3 ACCIDENT REPORTING INVOLVING APPARATUS

01-3a. The Company officer should immediately contact the following people anytime one of our apparatus becomes involved in an accident:

1. Contact Sherwood P.D. dispatch by radio.
2. Call either the Fire Chief or one of the Assistant Chiefs.
3. If someone is injured, call AET.

01-3b. The Company officer needs to supply all information to all parties' involved, as well as getting information from all parties involved. He\she will also write a detailed interaction report on the accident as soon as he\she returns to the station.

01-3c. The apparatus will not be moved until a Sherwood Police officer arrives on scene and asks that the apparatus be moved.

01-3d. If someone is injured, or if the property damage comes to \$250.00 or more, the Driver of the apparatus will immediately submit to a drug and alcohol test.

01-3e. If a Driver receives a ticket for a moving violation while operating a piece of equipment, he\she will be responsible for paying the fine. The only exception to this will be if the ticket is the result of a mechanical failure.

01-4 USE OF PERSONAL VEHICLES (P.O.V.'S)

01-4a. P.O.V.'s will not be driven to incident scenes, or run Code 3, unless you have permission from the Fire Chief. Personnel will respond to the station and call the I.C. on the radio and ask if any more equipment is needed at the scene. If they are not needed at the scene, they should standby at the station until the pump assigned to that station returns to service, unless I.C. tells you that you can return to service.

01-4b. Personnel responding to the station on calls are to obey all traffic laws. Personnel **are not** allowed to respond "code 3" for any reason in a P.O.V.

S.O.G. #02 Alarm Guidelines

02-1a. **Definition of an alarm** – An alarm is any call that Sherwood Fire Department responds to, whether it comes from the 911-dispatch center, telephone, or someone walks into the station. Dispatch needs to be notified anytime we respond to a call. If it comes in any other way than through dispatch, the company officer needs to call dispatch on the radio and

STANDARD OPERATING PROCEDURES

advise them where we are going, what we are going on, and ask them to give us an incident number.

02-1b. Structure fires and fire alarms – Structure fires, and fire alarms in our district will get Engine 2 from station 2, Truck 1, Rescue 1 from station 1, and Engine 3 from station 3.

1. All volunteers will respond to the stations and standby to bring secondary units to the scene if needed, or man the secondary units until the pump assigned to that station returns to service.

02-1c. EMS calls – All EMS calls will get the on-duty crew manning the pump or rescue in that district, and an ambulance from AET. Other units will be called in if the company officer determines they are needed.

02-1d. Specialty Responses – If an outside agency calls us for mutual aid and specifically requests T-1, R-1, BT-2, or WR-2, we will use the following response guidelines.

1. **T-1.** If another department requests the truck, the crew assigned to the truck will respond leaving R-1 at Station 1 to cover the district while the truck is out. If a fire call is dispatched while the truck is out, the crew off of R-1 will move over and respond on Engine 1 at station 1.
2. **WR-2.** If another department calls and asks for WR-2 for assistance, the on-duty crew at station 2 will respond to the incident. The Battalion Chief at station 1 will make arrangements to cover Station 2s district.
3. **R-1.** If R-1 is requested for mutual aid by another department for extrication, the on-duty crew will respond along with the hoseman off of T-1 for additional manpower once on scene.
4. **BT-2.** The on-duty Company officer and Driver will respond to the incident. The on-duty Driver from another station will move to Station 2, and along with the hoseman, man the pump left in the station.

STANDARD OPERATING PROCEDURES

MUTUAL AID GUIDELINES:

McAlmont Fire Department

- A. **Fire Calls:** Central Station – Engine 1
- B. **Rescue Calls:** Central Station - Rescue 1.

Jacksonville Fire Department

- A. **Fire Calls:** Central Station - Truck 1,R-1 and Battalion 1.
- B. **Rescue Calls:** Central Station – Rescue 1

Runyan Acres Fire Department

- A. **Fire Calls:** Station Two – Engine 2, and Battalion 1
- B. **Rescue Calls:** Station Two – Engine 2, and Rescue 1 if needed.

Gravel Ridge Fire Department

- A. **Fire Calls:** Station Two – Engine 2, and Battalion 1.
- B. **Rescue Calls:** Station Two – Engine 2 and Rescue 1 if needed.

North Pulaski Fire Department

- A. **Fire Calls:** Station Two – Engine 2 and Battalion 1.
- B. **Rescue Calls:** Station Two – Engine 2 and Rescue 1 if needed.

North Little Rock Fire Department

- A. **Fire Calls:** East of North Hills –Engine 3, Battalion 1, and any other units needed.
- B. **Rescue Calls:** Engine 3 and Rescue 1 if needed.

Camp Robinson Fire Department

- A. **Fire Calls:** Station Two – Engine 2, Battalion 1, and any other units needed.
- B. **Rescue Calls:** Station Two – Engine 2 and Rescue 1 if needed.

STANDARD OPERATING PROCEDURES

02-2 Radio Communication Guidelines

When talking on the radio use the following format.

Identify yourself first and then identify the unit you are calling.

"E-2 to E-3" or "E-2 to Dispatch".

02-2a. On responses involving only one unit, use the Dispatch channel to "check en-route", "on scene", and "back in service", while you scan all of the other channels. If you need to communicate with, AET you will have to use city common.

02-2b. On structure fires we will run the entire incident on the channel designated by the Battalion Chief.

02-2c. On responses with other county departments you need to check "en-route", "on scene", and "back in service" with Sherwood dispatch on the dispatch channel. Once you have checked en-route with Sherwood dispatch, you will then need to turn on the county radio in the pump and check "en-route" with county, and make contact with the department that you are responding to help and let them know that you are on the way. Upon arrival at the scene you will need to check on scene with Sherwood dispatch on city common, and have them call their command and ask if they have an assignment for you. If you cannot contact them on the radio, find the nearest officer and ask them what they need you to do. Remember, it's their incident **let them run it!!!**

Once the I.C. lets you return to service, you need to check " back in service" with county dispatch and Sherwood dispatch.

02-2d. The Tactical channels on the 800 radios are national FCC frequencies that are used on a nationwide basis. If it becomes necessary to communicate with Little Rock F.D., North Little Rock F.D., Jacksonville F.D., or MEMS, these channels will be of use. Mutual aid runs with Jacksonville F.D. will be on TAC-2R.

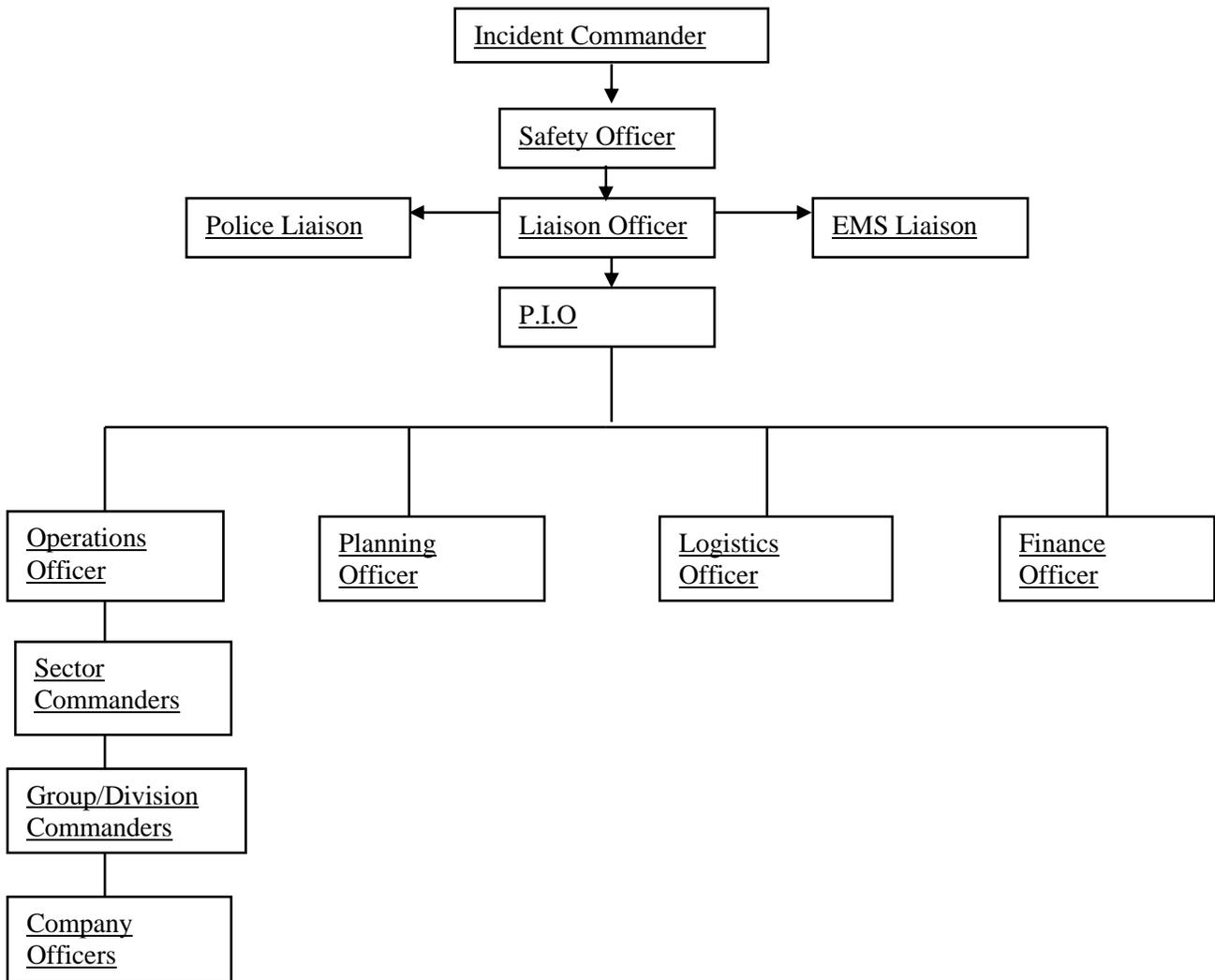
STANDARD OPERATING PROCEDURES

S.O.G. #03 COMMAND AND CONTROL

03-1 Incident Command System (I.C.S.)

The Sherwood Fire Department will use the I.C.S. on all calls that require the response of more than one apparatus, such as structure fires, fire alarms, or large Motor Vehicle Accidents (MVA's).

03-1a. The following chart shows the structure of an I.C.S. system:



STANDARD OPERATING PROCEDURES

DEFINITIONS

03-01b. Incident Commander (I.C.) – Officer in overall command of the incident. Usually a Chief Officer, Captain, or the senior firefighter on the scene.

03-01c. Operations Officer – Usually will be an Officer, or a senior firefighter appointed by the I.C. The Ops. Officer will be responsible for carrying out the strategic and tactical aspects of the incident. He\she takes the overall plan, or commander’s intent, and makes it happen.

03-01d. Safety Officer – This person’s primary function is to stand back and maintain an overall picture of the incident and, watch for potential life safety hazards. He\she reports directly to the I.C., and is the only person other than the I.C. that can stop operations before notifying command if a life safety hazard develops. He\she can also call for a full evacuation with out notifying command first if a life safety hazard develops.

03-01e. Staging Officer – The staging officer’s function is to control the placement of the incoming apparatus at the staging area, and he\she must also stay in continuous contact with the operations officer in order to dispatch companies to the incident, as they are needed. The staging officer is usually the officer aboard the first arriving company to the staging area.

03-01f. Police Liaison – The senior officer on scene from the police department that has jurisdiction in that area. This person is the link between the fire department command and the police department’s command if they are involved in the incident.

03-01g. EMS Liaison – AET or MEMS Supervisor on scene. This person will control all of the medical assets on the scene in coordination with the Fire department Command.

03-01h. Logistics Officer – This person is responsible to supply, or make the arrangements to supply, all of the materials, food, money, or whatever else is needed to support an extended incident.

03-01i. Sector Commanders – Usually a Captain or Supervisor. If the incident is of a large scale and needs to be sectorized off, it will be necessary to have someone in charge of each sector in order to maintain good command and control, as well as good accountability. These sector commanders will be responsible for the personnel and equipment operating in their sector.

03-01j. Division Commanders – Usually will be a Captain or Supervisor. Divisions are used on incidents involving multistory buildings,

STANDARD OPERATING PROCEDURES

each floor is a division. Each Division will have a commander that will be accountable for the men and equipment operating on that floor.

03-01k. Public Information Officer (P.I.O) – This person will be the link between the I.C. and the media. He\she will supply information to the media as it becomes available and is released to the public by the I.C.

03-01l. Company Officers – Captains and Supervisors. These personnel will be in charge of the apparatus and crew to which they are assigned. They will maintain complete accountability of the crew, and insure all assignments and tasks are completed in a quick yet safe manner. They must also maintain contact with the Officer in charge of the area to which they are assigned.

03-02 ACTIVATION OF THE INCIDENT COMMAND SYSTEM

03-02a. The Company officer of the first arriving unit has two options; first, he\she may take command of the incident and instruct the other incoming units. Or, second, he\she may choose to pass command and immediately start rescue and suppression operations.

The decision to "Take Command", or to "Pass Command" should be made on the following factors:

1. Will immediate intervention by the first arriving company make an impact on the overall out come of the incident?
2. Is there a need for immediate rescue of possible victims inside of the structure?
3. Is the incident so large that the first arriving companies will not be able to handle it, and more resources will be needed? In this situation it will be necessary for the first in unit to take command and direct all of the incoming units to insure things do not get bogged down.

03-02b. Once incident command is established on a working incident, a safety officer will be assigned as soon as manpower permits.

03-02c. The I.C. will assign other rolls in the I.C.S. as the need arises.

03-02d. A Rapid Intervention Team (RIT team) will be assigned as soon as possible, if personnel are assigned to interior fire suppression. Usually the third arriving company.

03-02e. If the incident becomes sectored, sector commanders will be assigned and sector command posts must be set up. And all companies entering, or leaving a sector will check in and out at the command post.

STANDARD OPERATING PROCEDURES

03-02f. Should the incident be in a high rise, divisions will be established, and a Division commander should be assigned to each division. A Division command post should be established on each floor, and all companies will check in and out at these command posts.

03-02g. If level 2 staging is needed, the officer on the first unit to arrive in the staging area will assume the role of staging officer. The staging officer will establish the area to be used as the staging area. This area should be far enough from the incident to keep crews and equipment safe from harm, yet close enough to allow rapid access to the scene if units are called from staging to the scene.

03-03 TRANSFERRING COMMAND

Once the I.C.S. is put into effect, and an Officer has assumed command, the following guidelines should be used to insure a smooth transfer of command takes place. Command cannot be taken, it must be passed.

03-03a. Officer to whom command is being transferred to must be of the same rank or higher. Command cannot be passed down in rank unless the incident is determined to be minor, and can be handled by the company officer on scene.

03-03b. Before command may be passed, the officer assuming command must get a brief initial report from the officer that is releasing command. This includes events that have taken place up to that point, unit strength and locations, assignments already given to the companies on scene, and the releasing officers' initial plan of action. All of this should be accomplished face-to-face so nothing will be misunderstood, but it may be done over the radio if the situation is such that a face-to-face meeting cannot take place at that time. Once all of the information has been passed and the officer assuming command is up to speed on the situation, he\she will announce over the radio, who he\she is, where he\she is, and that he\she will be assuming command from the officer that he\she is relieving. He\she should also announce where the command post is or will be if it is to be moved.

03-04 RELEASE OF INFORMATION TO THE MEDIA

If the incident is of such magnitude that the media becomes involved, the following guidelines will be used.

03-04a. A Public Information Officer, (P.I.O.), will be appointed by the Incident Commander if the media is present at the scene. His\her function will be to relay information to the media as it becomes available for release to the public.

STANDARD OPERATING PROCEDURES

03-04b. No member of the Sherwood Fire Department will disclose any information about an ongoing incident, investigate, or disciplinary action to the media. They should direct them to the P.I.O., or to the I.C.

03-04c. If a fatality is involved, information will not be released to the public until the next of kin have been notified and they agree to release the information.

03-04d. No member of the department will conduct an interview with the media concerning department business unless the chief has been notified and approves the interview.

S.O.G. #04 EMERGENCY OPERATIONS: FIRE SUPPRESSION

RISK MANAGEMENT

04-01 Required use of Personal Protective Equipment

04-01a. When responding to structure fires, fire alarms, MVA's with possible extrication, or any other incident that protective equipment may be needed, the Company Officer and the Firefighter will put on all protective equipment. They will put on their gear prior to boarding the apparatus and leaving the station. The driver will put on at the minimum his\her turnout boots.

04-01b. Prior to entering a structure with fire or smoke visible, or any environment with an oxygen deficient atmosphere, full turnout gear, SCBA, and pass device will be on properly and in full use.

04-01c. At no time will a firefighter enter a structure fire without all P.P.E. equipment properly donned. While firefighting operations are in progress, every person on the scene will be wearing full P.P.E.

04-01d. Any person working in the hot zone at an auto extrication, Haz-mat incident, or any other type incident should be fully turned out, or wearing the appropriate PPE, for their own protection.

04-01e. On wild land fires, personnel should have on at least their bunker pants, and gloves; unless the outside temperature should be of an extreme nature, (such as very hot conditions during the summer) and the I.C. feels that there is need to reduce heat stress for the crews operating at the incident.

04-02 Rapid Intervention Teams (RIT)

At the earliest possible time in the incident the I.C. should establish a R.I.T. team. These personnel should be equipped and ready for action in the event they are

STANDARD OPERATING PROCEDURES

needed to affect a rescue of personnel down or trapped in the structure. The team should not be assigned any other task while functioning as the R.I.T. team.

04-02a. The R.I.T. should consist of two personnel for every one that is operating inside the structure, if the manpower on the scene permits.

04-02b. The R.I.T. shall be fully packed out and at the ready with all needed equipment, as long as interior operations are under way. They may carry out assigned tasks as assigned by the I.C. in their immediate staging area.

04-02c. At least one member of the team needs a radio to monitor all radio traffic, and stay in continuous contact with the I.C.

04-02d. If a "Mayday" is called over the radio and firefighters are in trouble in the structure, all radio traffic will stop. The only personnel using the radio should be the company that called the mayday, the I.C., and the person in charge of the R.I.T. team. This is to insure that the R.I.T. team and the I.C. will hear all traffic from the crew in trouble.

04-03 Emergency Evacuation and Pull-out Procedures

Any person on the fire ground can sound the pull out or evacuation alarm, if they witness something happening that could cause serious injury or death to the fire suppression crews, or anyone on the scene.

There are **three ways** to activate the Evacuation system:

- 1. By radio.** Ex. "Command to all units pull out, or back out of the structure."
- 2. Three airhorn blasts.** If the order is given by the I.C, the driver of the truck should give three one second blasts, followed by a five second pause. This should be repeated until all personnel are out of the structure or the I.C. terminates its use.
- 3. By someone issuing a "Mayday"** over the radio. This is not necessarily a pull out, but the I.C. should at this time evaluate the situation and determine why the mayday was issued, and if the structure has deteriorated to a point where a shift in strategy should be made.

04-03a. Radio - If the I.C. or Safety officer gives an evacuation command. All Company officers and Supervisors will acknowledge the order over the radio and begin exiting the structure with their crews immediately. Upon clearing the structure the Company officer should account for all of

STANDARD OPERATING PROCEDURES

his\her men, and contact the I.C. and advise him\her that his\her company is clear of the structure. If the company exits the structure at a point other than where they entered, he\she should also advise the I.C. of their location.

The following is a brief example of the radio traffic used:

From the I.C.: "Command to all units, pull out of the structure"

Company response: "Engine 2a, copy, we will be pulling out"

Company response: "Engine 2a to command"

I.C.: "Engine 2a this command, go ahead"

Company 42: "Engine 2a is out of the structure on D-side, all personnel accounted for at this time"

04-03b. 3 Airhorn Blasts – The three-airhorn blast signal should only be used in extreme emergencies, such as when building collapse or failure is imminent, or there are firefighters lost in the structure and radio contact has been lost. Each blast from the airhorn should last about one second, and should be separated from the next by a one-second pause. This signal should only be sounded at the order of the I.C. or the Safety officer.

Once this signal is heard by the Company Officers in the structure, they should immediately get their crew and exit the structure. Once the crew is out of the structure, the Company officer should contact the I.C. and let him\her know that his\her crew is out of the structure and that they are all accounted for. If the crew exits the structure at a point other than where they entered, the Company officer should also let the I.C. know his\her current location.

If there was a collapse of the structure, or partial collapse, and a crew is not heard from in a timely manner, it will be assumed that the crew was unable to clear the structure in time and that they are trapped some where in the collapse. If this happens the R.I.T. team should be notified of the crews last known location, and an all out rescue effort will be started.

The following is an example of radio traffic you may use:

I.C.: "Engine 2 this is Command"

E-42: "This is E-2 go ahead Command"

I.C.: "E-2, sound the emergency evacuation signal"

E-42: "E-2 copy" (Blast-Blast-Blast) repeat.

STANDARD OPERATING PROCEDURES

Company 42: "Command this is Engine 2a, we are out of the structure on the D-side, all personnel accounted for at this time"

04-03c. Returning to normal Operations – Once all personnel are accounted for, and the I.C. and the Safety Officer, determine that the condition of the structure has stabilized, operations may return to normal. This authorization must come down from the I.C.

04-03d. Removal of SCBA's – Air packs may only be removed by order of the Incident Commander. If the I.C. has determined through atmospheric monitoring, or if the structure has been thoroughly ventilated, the SCBAs may be removed to perform Salvage and Overhaul Operations.

S.O.G. #05 COMPANY OPERATIONS

Every company responding to an incident has its own particular job responsibility. These job responsibilities will be determined based upon the apparatus design and intended function. For example, you would not assign a truck company to lay a supply line and pump water if the truck is not equipped with supply hose or a pump.

05-01 Incident Command Staffing – The Incident Command Staff should consist of the highest-ranking officers available at the scene, or the on-duty Company officers. The Incident staff will increase or decrease in size according to the varying sizes of responses. Manpower on the scene should not be sacrificed to fill the positions if you are short personnel. We do not want to put people in danger just to fill slots. The following is a list of staff positions in their order of importance:

- 1. Incident Commander.** Must be filled on every incident involving the response of two or more fire department apparatus.
- 2. Safety Officer.** This position must be filled at the earliest possible time when you have a working incident where fire department personnel are working in situations where possible bodily injury or death could happen.
- 3. Operations Officer. (if needed)** Filled only if the incident is of such a size that it is necessary.
- 4. Staging Officer. (if needed)** Filled only if the incident is of such size that it is necessary.
- 5. Logistics Officer. (if needed)** Filled only if the incident is of such a size that it is necessary.
- 6. Public Information Officer. (if needed)** Filled only if the incident is of such a size that it is necessary.

STANDARD OPERATING PROCEDURES

05-02 First-in Engine Company – Proceeds directly to the incident address, unless the fire is clearly visible and is so intense that it is necessary to lay a supply line in order to have the water to protect exposures with master streams upon arrival. The first in company's Company officer should give a very good on-scene report. The following should be covered: Size and type of the structure involved, how much of the structure is involved in fire, where the fire is located, and whether he\she will take command or pass command. If the Company officer decides to take command he\she should get out of the apparatus and do a quick, but thorough walk around of the structure. If the Company officer decides to pass command and attack the fire, he\she should say over the radio what size line he\she will be using and if he\she wants the next in pump lay a supply line or not.

The following is a brief example of an initial on scene report:

"Engine 2 on the scene, we have a two story, wood frame structure, approximately 25% involved. Engine 2 will pass command, we will be attacking the fire in the upstairs bedroom with one 1 3/4" hand line. Engine 3 lay me one 3" supply line."

05-02a. The on scene report. – This is essential. This first brief report, will let all of the other Companies responding to the incident know what is going on prior to arrival. This allows the Officers on these Companies to start a mental thought process on what may be needed on their arrival, whether they will need to find a hydrant, if they may have victims trapped in the structure. It will also allow the responding firefighters riding in the back of the apparatus to prepare for what they will need to do upon arrival.

The following four steps will help you get a good over all picture of the incident when you arrive on the scene:

- 1.** Take a good look at the structure as you are approaching in the pump. This will give you a quick general impression on the severity of the incident as you arrive. This is called a "**Windshield survey**".
- 2.** Upon arrival get out of the unit and do a good walk around of the structure or incident to get an up close and complete look at what is happening and what needs to be done.
- 3.** If there is a witness or the owner of the house nearby, ask them, "Where did the fire start?", or, "What room is on fire ?".
- 4.** Once all information is obtained, make the decision to take or pass command.

STANDARD OPERATING PROCEDURES

05-02b. Primary Search / Quick Attack – This needs to be accomplished as soon as the officer / supervisor has a good grasp on what is happening and what actions need to be taken.

Primary Search – This is a quick yet thorough search that should be done in conjunction with the fire attack. The hose team can accomplish this as they advance into the structure. The primary search should follow the following order:

- 1. The fire floor / room.**
- 2. The floor / room directly above the fire.**
- 3. The very top floor of a multi-story structure.**
- 4. The rooms on either side of the fire room.**
- 5. All other rooms or floors in the structure.**

Quick Attack – This is a fast attack made by the first in company using the 1 ¾" hand line and the tank water on the pump.

05-03 Duties of the Second in Engine Company

05-03a. The second in pump has different duties depending on the type of incident that we respond to:

- 1. Residential Structure fire / fire alarm** – go to level one staging. Respond to and stand by at the closest hydrant, in its' direction of travel, and prepare to lay a supply line to the first in pump if needed.
- 2. Commercial Structure fire / fire alarm** – go to level one staging. Respond to and stand by at the closest hydrant, in its' direction of travel, and prepare to lay a 5" supply line to the first in pump, or FDC, to be determined by the I.C.

05-03b. Second in if lines are laid on a working fire – Upon arrival at the scene:

- 1. The Driver** – should assist the driver from the first in pump make all of the proper connections and get the water flowing from the hydrant. After this he\she will don all of his\her P.P.E. and report to the supervisor in charge of his\her pump.
- 2. The Officer / Supervisor** – Should report to the I.C. and receive orders, assignments, and a brief initial report from the I.C. in order to better command and apply his\her crew. This will insure that all of the Officers/Supervisors on the scene will be operating toward the same goal.

STANDARD OPERATING PROCEDURES

3. **The Hoseman** – Should report to his\her immediate Supervisor after making the connection to and charging the hydrant. This is to insure crew integrity and crew accountability.

05-04 Truck Company Operations

Upon arrival at the scene the truck will go to level one staging and await orders from the I.C. Once the I.C. decides to commit the truck, then the Truck Company should respond to the area of assignment and be prepared to accomplish the following tasks:

1. **Ventilation** – What type of ventilation, where to ventilate, and when to ventilate, should be a determined by the officer in charge of the interior fire crew, and the officer in charge of the ventilation crew. This has to be a well-timed, well-coordinated effort by both crews in order to accomplish the desired out come of the ventilation process.
 - a. **Never, ever ventilate opposite the attack crew, or before the attack crew is ready for ventilation!**
2. **Forcible Entry** – Once the I.C. assigns the truck company to perform forcible entry it will be the responsibility of the Officer / Supervisor in charge of the truck to do a good size-up, and determine which tools need to be brought to the structure to gain entry into the structure. This operation should also be well coordinated with the attack, and search crews to insure quick and effective completion of the mission.
3. **Secondary Search** – The secondary search should be performed as soon as feasible, after the fire has been contained and the structure is safe. This should be a slow detailed search to insure that nobody has been over looked during the primary search conducted by the first in Pump Company. The same pattern of searching the structure should be used as in the primary search.
4. **Utilities** – This should only be done at the direction of the I.C. If the I.C. directs the truck crew to disconnect the utilities then the following precautions should be used:
 - a. **Never** pull the meter out of the socket. If the circuits in the structure are under a load and you pull the meter, it could cause an ark of electricity. This ark could cause serious injury or death. Find the main breaker and turn it off.
 - b. **Gas** – Shutoff the gas at the meter by turning off the valve.
 - c. **Water** – Shutoff the water at the meter by turning off valve.

STANDARD OPERATING PROCEDURES

- 5. Water Tower Operations** – If the Truck Company is assigned to set-up the ladder for water tower operations it should be obvious the incident is of a large scale and that the operation is defensive. Therefore, the truck should set up outside of the collapse zone, on a corner in order to provide maximum coverage for the aerial stream. The ladder should be elevated to approximately 75 degrees, extended to no more than 80 % of overall length, and pumped at approximately 100 p.s.i. nozzle pressure.
- 6. Ladder Rescue Operations** – If the aerial is needed to perform ladder rescues it should be set up as close to the structure as possible, and in the best position as possible in order reach as many people as possible without having to be broken down and relocated. This is where the Truck Officer / Supervisor has to do a good job of triaging the structure to determine where there is the greatest need to set up the truck.

05-05 Special Unit Operations (T-1, and BT-2).

05-05a. BT-48. –

- 1.** When responding to a grass or woods fire inside Sherwood Fire Department's district the hoseman off of the pump will take the unit to the scene.
- 2.** When responding to mutual aid calls outside of our district two personnel should man the unit and respond to the incident location. It will be left up to the on-duty officer as to who to send, and to balance the remaining crew members between the two stations to insure that our two units remaining in our district are manned properly. If possible use volunteers if they are available.
- 3.** The water tank on the truck should remain empty until you arrive on the scene. When you arrive on scene then you can use hose carried on the truck to fill the tank at the closest hydrant, or from a pump that is on scene.

05-05b. Truck-1. – If we receive a call from a surrounding fire department for mutual aid assistance and they request our ladder truck the following manning guidelines should be used.

The on-duty crew at station 1 will respond to the incident location.

- 1.** Any available volunteers should respond to the station and man the engine until the on-duty crew returns.

S.O.G. #06 TACTICAL / STRATEGIC GUIDELINES

STANDARD OPERATING PROCEDURES

06-01a. Response to an automatic fire alarm. – The first in pump will run “Code-3” all other will respond “Code-1”, unless dispatch advises that it is a confirmed fire or multiple calls have come in on this address. Level 1 staging should be used.

06-01b. Determining if an Offensive or Defensive attack should be used. – If the first in unit arriving finds that 50% or more of the structure is involved, or if the on-duty supervisor sees something that could present undo danger to men arriving on scene, then a defensive posture should be taken. If the above restrictions are not there, then a very aggressive interior operation should be started immediately. If an interior attack is to be made than you must establish the Incident Command System, and have all of the different parts of the system in place and ready.

06-01c. Apparatus placement – All apparatus responding to and incident should use level 1 staging upon arrival, unless other wise instructed by the I.C.

Once units are committed to the scene they should be spotted in such a manner as to facilitate the later arrival of other units, and in locations that will allow maximum effective use of that apparatus. Units responding to Multi-story structures should spot according to the following guidelines:

- 1. Responding to a structure 4 stories tall or less** – the first arriving pump will spot close to the inside curb and leave the outside position for the ladder truck. All other units go to level one staging.
- 2. Responding to a structure taller than 4 stories** – the first arriving pump will spot close to the outside curb and leave the inside position for the ladder truck. All other units go to level one staging.

06-01d. Forcible Entry – Every attempt will be made to gain access while doing the least amount of damage to property. If the situation dictates that entry needs to be made, such as to gain access during a fire or if there is a life safety situation, all available means of entry will be used, regardless of the amount damage caused. All P.P.E. will worn while performing forcible entry.

06-01e. Foam operations – Foam should be used on any fire where there is a large amount of hydrocarbon fuel involved. The following steps should be used to set up the foam operation:

1. Place the inductor on a side discharge of the pump.
2. Set the percentage dial to 3%.
3. Connect no more than 150' of 1 ¾" hose to the inductor.
4. Get the foam nozzle out of the rear compartment and connect it to the hose line.
5. Set the pump discharge pressure to 200 poss.

STANDARD OPERATING PROCEDURES

6. Start applying the foam short the intended target and roll the foam blanket over the fire. Do Not Spray the Stream Directly Into the Fuel!!!
7. Once the fire is out, keep the line charged and at the ready in order to reapply the foam if needed, or if a break develops in the blanket.

06-01f. Ventilation – The standard practice of the Sherwood Fire Department has been, and will continue to be the use of Positive Pressure Ventilation in conjunction with a well-coordinated, aggressive interior attack.

But, there are a few exceptions to this:

- 1.** If there are strong indications that a back draft situation is present. In this instance Vertical ventilation should be employed.
- 2.** In a commercial structure that is too large for effective P.P.V. Once again good Vertical ventilation can effectively accomplish the mission.
- 3.** In structures of multiple occupancies; (such as strip malls or apartment complexes), that have large common attic spaces. In this case Vertical ventilation may be used for the individual compartment, but a Trench cut should also be employed in order to stop the fire spread down the attic spaces to other parts of the structure.

06-01g. Sprinkler/Standpipe Operations – If you are ordered to lay into the FDC. You should use the following guidelines:

1. Lay the 5" supply line to the location that the pump is going to set in at. This should be outside of the collapse zone if possible.
2. Disconnect the 5" and proceed to the connections on the structure. Connect the 3" supply line to one of the connections, and the 2 ½" attack line to the other. Also disconnect the 2 ½" from the rear discharge, because if the lay is over 250' it will pull the discharge out of the back of the pump. Lay these two lines back out to where you stopped with the 5" and set in.
3. Open all intakes and discharges to supply water to the connections. Start out pumping all connections at 150 p.s.i., and then adjust from there for friction loss, elevation loss, etc.
4. After the first two lines are connected and flowing water, hand lay any additional lines needed to complete the system. Always lay a line into every connection, if the FDC has three connections, than lay three lines to it.

Remember if the building is equipped with a standpipe, and you have crews working inside, they are depending on you to supply them with the water they need to fight the fire.

Operations inside a structure equipped with a Standpipe:

STANDARD OPERATING PROCEDURES

1. The crew will proceed up the stairwell with the high-rise pack to the floor immediately below the fire floor.
2. At this point they will break open the pack and hook the 2 ½" leader line to the standpipe connection and charge the leader line up to the gated wye. And then, flake the 1 ½" attack line up the stairwell to the floor above the fire floor and back down to the fire floor. This will make it easier to pull the line into the fire floor, because you will be pulling the charged line down the stairs instead of up the stairs.
3. Once all of the line has been flaked out and the attack team is ready to enter the fire floor, open the gate on the wye set. Charge the attack line, and attack the fire.

06-01h. Salvage Operations – Salvage operations should be under taken as soon as possible. Once the fire is under control, and there is not great danger of structural failure or a life safety issue, all attempts should be made to salvage as much as possible from the structure. This can be accomplished in a few ways:

1. Your first option would be to carry the protect the contents in place by moving everything together in the room and covering it with a salvage cover from the pump.
2. If the first option is not feasible, you may want to remove the contents from the damaged part of the structure to an undamaged area and then cover it with a salvage cover.
3. Or finally, you could remove the contents from the structure completely, and then cover it with a salvage cover. Obviously you would not want to do this it was raining outside, or any other adverse weather condition.

06-01i. Overhaul Operations – A through overhaul operation will be conducted at every fire scene before the area is secured and returned to the possession of the owner. This is to accomplish several missions:

1. To insure that all hidden spot fires are found and extinguished, this is done to reduce the possibility of a rekindle after the fire department leaves the scene. All areas immediately in the fire area and all areas immediately above fire will have the sheet rock and ceiling removed to check for possible fire extension.
2. To inspect the area thoroughly for origin and cause of a fire by the company officer. If anything is found that could indicate a possible cause other than accidental, the area should be immediately secured and a fire investigator should be called to the scene.
3. To place the structure in a secure and safe condition for the occupant to return.

06-01j. Exposures – If the first in pump arrives on the scene and finds that the structure of origin is fully involved, and fire attack operations will be

STANDARD OPERATING PROCEDURES

ineffective in saving it, then their first duty should be to protect all surrounding structures. This will prevent the fire from spreading from the building of origin to the exposure.

1. An exposure could also be a room within the structure involved. The attack crew will accomplish exposure protection in this instance by applying water to the seat of the fire.
2. If the need to protect an exterior arises it will best be accomplished by applying water directly to the building to be protected.

S.O.G. #07 SPECIAL FIRE SUPPRESSION OPERATIONS

07-01 Aircraft firefighting operations – Due to the extreme hazards presented, by the complex components and highly volatile fuel, aircraft emergencies involve a very different approach and thought process than due everyday events. Should such an incident happen in our district, here are a few guidelines to consider:

1. Your first concern should be for your own safety.
2. Never approach an aircraft if the engine is still running. The props and jet exhaust can, and will, severely injure or kill you.
3. Never walk under the wings, if the aircraft suddenly loses hydraulic power the flaps will deploy and could strike you in the head. Also if the craft loses hydraulics there is the possibility that the landing gear could collapse.
4. Never cut through an area of the aircraft that you can not see through, always cut through existing holes, such as windows and doors. The reason for this is that aircraft hydraulic systems usually operate at approximately 3000 P.S.I. That is enough pressure to cut things off of your body that you may want to keep. Also you could cut through fuel lines, or electrical systems causing a fire or explosion.
5. Always be aware that aircraft fuels burn at considerably higher temperatures than normal everyday combustibles. This will create a severe exposure problem, along with higher radiant heat temperatures.

Once the aircraft is on the ground, and all motion has stopped, the next concern should be for the life hazard, (the people aboard the aircraft), and what needs to be accomplished in order to save as many lives as possible without needlessly endangering yourself.

Command and control will be established just as it would be for a structure fire or any other large incident. The first in pump should give a good scene size-up, while all of the other companies should go to level 1 staging.

Once it has been determined by the I.C. what plan of action should be used then the incident should be treated and handled in the same manner as any other incident. Use the I.C.S. to manage the incident.

STANDARD OPERATING PROCEDURES

You may find it necessary to call in other departments if the aircraft that crashed is of any size. Do not hesitate to call for help if it is needed. You could have a large number of patients therefore it may be necessary to alert multiple EMS agencies, and area hospitals.

Fighting Aircraft fires – Your approach for an incident involving an aircraft fire should be the same as a car fire: Up hill, Up wind, and at an angle. AFFF foam at 6% should be used to extinguish the fire. (See foam operations.) Aircraft are composed of many exotic metals, such as magnesium, titanium, and aluminum, which may make the fire hard to control or put out. Therefore, it is imperative that extreme caution is used at all times.

07-02 Wild land fires. – When the term wild land fire is used we are not talking about your everyday run of the mill grass fire. We are talking about a large fire involving several acres of woodland.

1. The first unit on scene should give a good scene size-up, and try to determine the amount of land involved. They should also establish the I.C.S. system, and determine if additional departments may be needed. Wild land fires are difficult to control due to the open areas and lack of road access. Therefore, it is imperative to be proactive when faced with these types of situations.
2. BT-48 should be called for immediately, as well as mutual departments brush trucks. None of the pumps should be taken off of the paved roads, they are only there to supply water.
3. Always stay in the burned area. This will prevent the fire from encircling your position.
4. Never attempt to attack the fire head on. Always attack it from the flanks, and try to squeeze it out.
5. If the incident covers several acres, you may need to divide the area into divisions and assign division commanders, as well as safety officers.
6. Always be mind full of the wind direction.
7. If the fire is threatening structures, evacuate the area immediately of all civilians and defend them if possible. Use the police to evacuate the area if we are limited on manpower. Don't get cut off from your means of egress should the situation turn for the worse and you are unable to defend your position.
8. Call for the Arkansas Forestry Commission early on if the situation is beyond our ability to control. They will be able to call in resources that we do not have access to.

S.O.G. #08 RESPONDING TO EMS INCIDENTS

STANDARD OPERATING PROCEDURES

The Sherwood Fire Department has adopted the state EMS protocols as our standard operation procedures for EMS runs. You will find a copy of the protocols in the back of this manual. You must read them and become familiar with them. They are the standard to which you will function by.