

Jefferson City Fire and Rescue Service



Policies and Procedures Manual 2026

PLEASE DO NOT WRITE IN THIS MANUAL

1919 Third Avenue North
Jefferson City, Alabama 35353

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Description of Jefferson City, Alabama

<u>Population of Jefferson City:</u>	Approximately 18,400 people
<u>Location of Jefferson City:</u>	North Central Alabama
<u>Size of Jefferson City:</u>	Approximately 15 square miles

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

Description of Jefferson City Fire and Rescue Service

Jefferson City Fire and Rescue Service is a medium size department. The department consists of three (3) fire stations. The department's administrative offices are located at Station 1, in the northern part of downtown. Jefferson City employs the 24 hours on and 48 hours off (i.e., 24-48) scheduling system for firefighters. This schedule requires firefighters to remain in a fire station for a 24-hour period and respond to fire/emergency calls at any time during this period. This shift is followed by 48 hours off, after which another 24-hour shift is required. This rotating work schedule is also known as the ABC shift pattern. Jefferson City changes shifts at 0700 hours.

The next page includes a table detailing information about each station including location, structure types, coverage area, equipment, and personnel. Subsequent pages include details about equipment resources, apparatus staffing, units responding to alarms and an organizational chart.

Contact Information for Jefferson City Fire and Rescue Service

In Case of Emergency – Call 911
Non-emergency Phone Number – 205.555.3600

Administrative Headquarters
1919 Third Avenue North
Jefferson City, Alabama 35353
(p) 205.555.3611
Website: www.Jeffersoncityfire.org
Email: info@Jeffersoncityfire.org

Jefferson City Fire and Rescue Service Equipment and Personnel

		ADMIN OFFICE	STATION 1	STATION 2	STATION 3	TOTAL
AREA	Location	Station 1 Annex	North-East	South	North-West	NA
	Structure Types	NA	Business District Downtown Residential	Residential and Rural	Residential and Industrial	NA
	Coverage Area (Sq Miles)	NA	3	6	6	15
EQUIPMENT RESOURCES	Engines	NA	1 ALS 1 BLS 1 Reserve	1 BLS 1 Reserve for Training	1 ALS	6
	Ladder Trucks	NA	1	0	1 HazMat/ Decon Unit	2
	Rescue Units	NA	1	1	1	3
	Brush Truck	NA		1		1
	TOTAL EQUIPMENT	NA	5	4	3	12
PERSONNEL RESOURCES	Swing/Kelly person	0	2	2	2	6
	Firefighters	0	24	12	13	49
	Paramedics	0	8	5	8	21
	Apparatus Operators	0	12	4	6	22
	Lieutenants	0	8	2	5	15
	Captains	3	1	1	1	6
	Assistant Fire Chief	1	0	0	0	1
	Fire Chief	1	0	0	0	1
	TOTAL PERSONNEL	5	55	26	35	121

Jefferson City Fire and Rescue Service Station 1

Primary response to alarms in territory (Station 1)

- **Engine 1 (ALS)** – 3 or 4-person crew
 - 500-gal tank
 - 1000 gpm pump capacity
 - 2 crosslays
 - 1 line on bumper
- **Engine 2 (BLS)** – 3 or 4-person crew
 - 750-gal tank
 - 1250 gpm pump capacity
 - 2 crosslays
 - 1 line on bumper
- **Ladder 1 (BLS)** – 3 or 4-person crew
 - 75-foot quint with a platform 300-gal tank
 - 1000 gpm pump capacity
 - 1000-foot 5" line
- **Rescue 1 (ALS)** – 2-person crew
 - 1 Paramedic (Fire Paramedic)
 - 1 EMT-basic (Firefighter)

Department protocol stipulates that Rescue units be initial RIT where applicable.

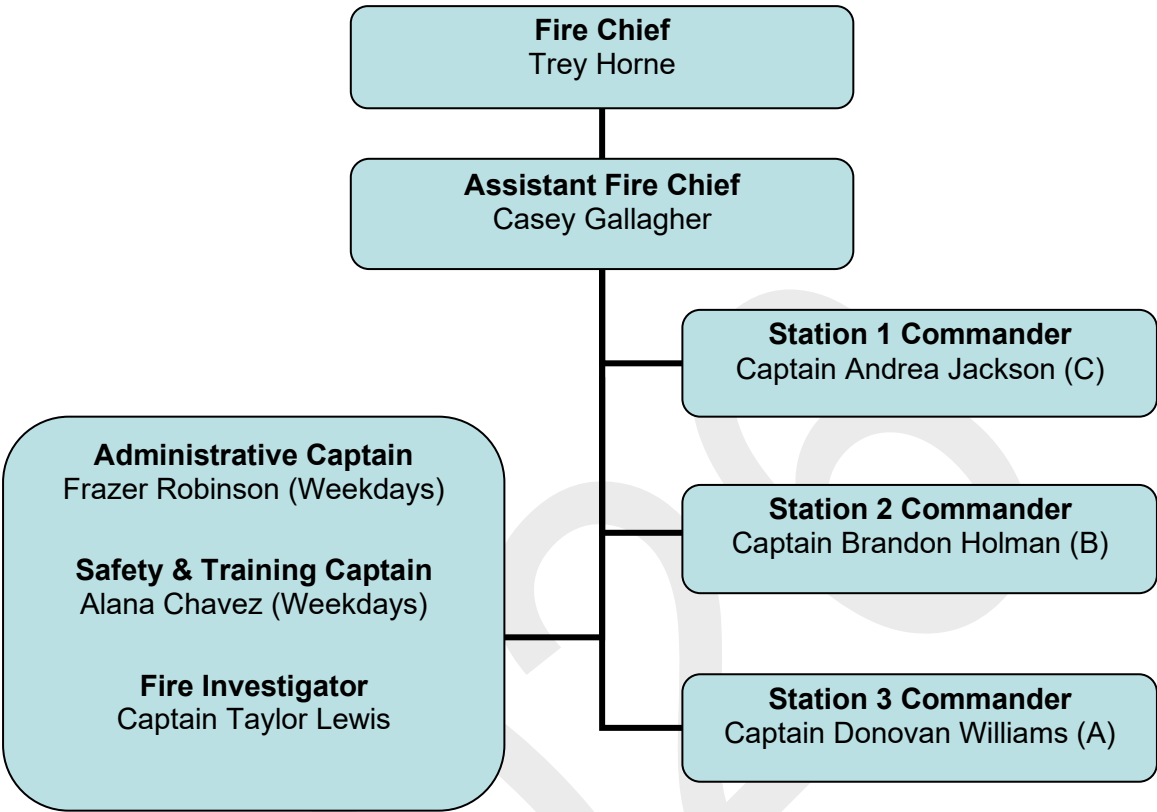
Second Alarm responding units (Station 2)

- **Engine 3 (BLS)** – 3 or 4-person crew
 - 750-gal tank
 - 1250 gpm pump capacity
 - 2 crosslays
 - 1 line on bumper
- **Rescue 2 (ALS)** – 2-person crew
 - 1 Paramedic (Fire Paramedic)
 - 1 EMT-basic (Firefighter)

Third Alarm responding units

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

Jefferson City Fire and Rescue Service Organizational Chart



() denotes to what shift Captain is assigned

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

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

Captain Pat Candidate is the C shift supervisor and Commander at Station 1. S/he replaces **newly retired** Captain Andrea Jackson.

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JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 1005

SUBJECT: Minimum Staffing

PURPOSE

The purpose of this policy is to ensure the Jefferson City Fire and Rescue Service maintains the minimum staffing necessary to meet our operational commitments.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that maintaining risk level staffing on a constant basis for all apparatus must be balanced against allowing ample opportunities for personnel to take leave time.

PROCEDURE

- A. Minimum Risk Level Staffing: The minimum risk level staffing for JCFRS is outlined below.
1. **Pumpers and Ladder Truck Apparatuses** have been set at three (3) personnel per first-line apparatus. The three (3) personnel must meet the following qualifications:
 - a. Company Officer – captain or lieutenant (apparatus operator may act as company officer if a captain or lieutenant is not available).
 - b. Driver – apparatus operator (an apparatus operator certified firefighter may act as a driver if an apparatus operator is not available)
 - c. Nozzleman or Hydrant/Plugman – firefighter
 - d. ALS apparatuses must have *at least* one licensed Paramedic on the apparatus (any one of the three personnel may meet this requirement)
 2. **Rescue Unit (Medical Transport Unit)** has been set at two (2) personnel per first-line rescue unit. The two (2) personnel must meet the following qualifications:
 - a. EMT-Paramedic
 - b. EMT-Basic or higher license (i.e., Advanced or Paramedic)
 3. **HazMat/Decon Unit will be staffed by Station 3** when it is needed. Therefore, all Station 3 personnel must be HazMat certified.
 4. All apparatuses or units that do not meet the minimum risk level staffing outlined above must be taken out of service.
- B. Maintaining Minimum Risk Level Staffing
1. It is the responsibility of the assistant chief to ensure minimum risk level staffing is maintained. In the absence of the assistant chief, the chief will assign a fire captain the task of ensuring minimum risk level staffing is maintained at all JCFRS stations.
 2. At the beginning of each shift, the assistant chief (or captain) will determine if each apparatus and unit for that shift is staffed at the minimal level.

3. If the absence of any personnel for a shift causes an apparatus or unit to fall below minimum risk level staffing, minimum staffing must be maintained through one of the following ways (in order of priority):
 - a. Move personnel from a station/apparatus/unit with extra personnel.
 1. Some stations, apparatuses, or units may have extra personnel assigned to them. Extra personnel should be used first to maintain minimum risk level staffing.
 2. Any personnel being moved to fill a position on an apparatus or unit must have the rank or certifications required to maintain minimum risk level staffing on that apparatus or unit.
 - b. Hold personnel over from the previous shift.
 1. If there are not enough extra personnel schedule to maintain minimum risk level staffing at all stations, personnel with the appropriate rank and certifications must be held over from the previous shift in order to maintain minimum risk level staffing.
- C. Any changes in personnel assignments on the daily schedule that are the result of absences should be documented on the "Daily Schedule Change Form."

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 2002

SUBJECT: Sick Leave

PURPOSE

The purpose of this policy is to control the possible abuse of the sick leave privileges granted to personnel in accordance with the prescribed policies and procedures of the Jefferson City Fire and Rescue Service leave time policy.

POLICY

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

PROCEDURE

- A. All supervisors will record all leave used by each employee on a leave record form for each employee under their supervision on a "Attendance Record" form to include scheduled and non-scheduled leave. Examples of leave time includes vacation, holiday overtime, sick leave, tardiness (late), absent without leave (AWOL), emergency leave, etc.
- B. Each month, supervisors will review the "Attendance Record" forms of all employees under their supervision to identify irregular attendance and patterns of absences that could indicate a possible abuse and fraudulent use of sick leave.
- C. The "Attendance Record" forms, the names of the employees that are in violation (or suspected of being in violation of the attendance policy), and written recommendation(s) will be submitted to the assistant chief for review and verification. The assistant chief will then submit his/her recommendation(s) via the chain of command to the chief.
- D. The following check list will be used when auditing the employee's attendance records to identify suspected patterns of sick leave, irregular attendances, and sick leave abuse:
 1. Sick leave on the first work day following paydays.
 2. Sick leave before or after a day off.
 3. Sick leave on the same calendar day of the weekend.
 4. Sick leave before or after a holiday.
 5. Sick leave on Fridays or Mondays, for a three-day week.
 6. Sick leave when work is heaviest.
 7. Sick leave during inclement weather.
 8. Sick leave on dates of public events.
 9. Sick leave on dates employee worked at outside employer.
 10. Sick leave on dates employee is on vacation from outside employer.
 11. Sick leave when refused a day off.
 12. Sick leave when an undesirable job is to be performed.

13. Sick leave taken as soon as it is earned.
14. Sick leave on days in which watching a TV event may be deemed a national event.
15. No pattern, but excessive intermittent sick leave absences of short duration.
16. Sick leave on hunting or fishing season opening or closing dates.
17. Sick leave to test for other employment opportunities.

E. Request for Sick Leave—Instructions for Actions Required by All Personnel

1. When an employee believes to be unable to work, due to illness or injury, and is incapacitated to the point the assigned duties cannot be performed, the employee will call the supervisor on duty and advise as to:
 - a. The nature and extent of the illness or injury;
 - b. The length of time the employee will be incapacitated; and
 - c. Who the employee's doctor is, if the employee scheduled a doctor's appointment, or if treatment has been administered by a doctor.
2. It is the employee's responsibility to call his/her immediate supervisor. If the employee is too ill to use the phone, the employee's spouse or a member of the family may do so.
3. Any employee calling to request sick leave must only speak to the supervisor on duty. The only exception will be if the supervisor on duty is not immediately available to take the call. In this instance, the message taker will relay such information to the supervisor.
4. The "Request for Leave" form (RLF) should be used for the following:
 - a. Request approval of sick leave taken in the past or
 - b. Request advance approval of sick leave for the future for a known or anticipated occurrence (e.g., scheduled surgery).
5. Employees returning from sick leave must complete and present the RLF to the assistant chief upon return to duty. If advanced sick leave is known or anticipated, the RLF may be submitted prior to the beginning of the sick leave date. The form will contain the following information:
 - a. Name and rank of the employee making the request.
 - b. Date the form was submitted.
 - c. Length of time the incapacitation or anticipated length of time.
 - d. Explanation of reason for requesting sick leave.
 - e. Doctor's name and telephone number (if required; see #9 below).
6. When an employee's immediate family (i.e., mother, father, sibling, spouse, child) becomes ill and requires the employee's care, the employee may take or request advanced sick time with pay to take care of the family member. The employee may take as many paid days for family care as s/he has sick days for themselves. All other time off will be a leave of absence without pay if necessary. If the employee's sick family member is not an immediate member of the family as defined above, the employee's application for sick leave should be rejected.
7. Employees may be required to present proof of illness documentation to substantiate the use of sick leave. Examples of instances in which proof of illness documentation is required are as followed:
8. An employee absent on sick leave for two consecutive 24-hour shifts or more.
 - a. An employee who reports in sick on a holiday shift, a shift prior to a holiday, or a shift following a holiday.

- b. Twenty-four-hour (24-hour) shift employees requesting more than eight (8) hours of sick leave on more than three (3) occasions during a calendar year, shall be required to provide documentation on the fourth occasion and all additional occasions during that twelve (12) month period.
 - c. Twenty-four-hour (24-hour) shift employees off-duty on sick leave six (6) or more occasions for any duration during a calendar year or two (2) or more consecutive shifts.
- 9. Twenty-four (24) hour shift personnel off-duty on sick leave on six (6) or more occasions for any duration during a calendar year may be required to be examined by a physician to determine the employee's physical condition.
- 10. When applicable, a physician shall be seen and proof of illness documentation from the physician shall include:
 - a. The diagnosis,
 - b. Confirmation the diagnosed condition rendered the employee incapacitated to perform position duties, and
 - c. The probable period of such incapacitation.
- 11. When it is necessary to provide proof of illness documentation, a form is provided to assist the physician to include the necessary information. However, any written document which includes the required information is acceptable.
- 12. Personnel who work a forty (40) hour week will be required to provide proof of illness documentation with the information described above when returning from their fifth request for sick leave of eight (8) hours or more.
- 13. It shall be considered a violation of the policy to work part-time jobs or participate in physically demanding activities while on SWP leave.
- 14. Employees on sick leave, medical leave of absence without pay, or family medical leave must keep JCFRS informed about their condition while on leave. It may be necessary to contact the employee to obtain additional information. When directed to do so, employees on sick leave will be required to submit the requested information to JCFRS safety officers or other supervisory personnel.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 2003

SUBJECT: Processing Time Sheets/Pay Periods

PURPOSE

The purpose of this policy is to ensure Jefferson City Fire and Rescue Service personnel are compensated accurately by establishing guidelines regarding the submission of time sheets by personnel.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that time sheets must be submitted by all personnel to their immediate supervisor at the end of each pay period as established by Jefferson City. Time sheets must be reviewed by supervisors prior to submission to the assistant chief for approval.

PROCEDURE

- A. A pay period for JCFRS is a period of 14 calendar days. Pay periods begin at 0700 hours on Saturday and conclude at 0700 hours on the Friday that is 14 days after the beginning of the pay period.
- B. Pay checks shall be issued for a given pay period on the Friday ending the next pay period. For example, for a pay period worked that extended from January 1 through January 15, personnel would be paid on January 29.
- C. The "Time Sheet Form" (TSF) will be used when submitting time for compensation.
- D. Personnel must indicate on their time sheet the number of hours worked as regular time, overtime, or out-of-class time for each shift worked. They must also indicate any leave taken during each shift and the type of leave.
- E. Time must be broken down by the quarter hour. Time should not be rounded up to the nearest whole hour.
- F. Supervisors must maintain a record of time worked for all employees under their command. This record must be updated at the end of each shift and maintained in a secure location.
- G. At the end of each pay period, personnel must submit completed TSFs to the immediate supervisor for review. Supervisors must review the time submitted, verify the accuracy of the time sheet, and process the time sheet (i.e., approve or reject) during the first shift of the next pay period.
- H. TSFs submitted and verified as correct are submitted to the assistant chief for final approval. TSFs submitted and determined to be inaccurate must be returned to the employee with an explanation of the inaccuracy.
- I. Employees must submit corrected time sheets at the beginning of the next shift worked after receiving the rejected TSF from their supervisor.
- J. Corrected TSFs must be reviewed by the supervisor before noon on the day of the shift in which it was submitted by the employee.
- K. Employees may appeal supervisor's review of the TSF within ten (10) days of the end of the pay period. However, in the event of appeals, the supervisor's record will be the basis for compensation for the employee for the pay period in question. If the employee's appeal is

granted, adjustments in compensation will be reflected in the next pay check after the granting of the appeal.

- L. Employees found to intentionally falsify time sheets will be subject to progressive disciplinary action in accordance with the JCFRS progressive disciplinary action policy.
- M. All time worked and submitted for compensation shall comply with department rules and regulations.

2026

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 3002

SUBJECT: Uniform and Grooming

POLICY

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

PROCEDURE

- A. "On-duty" is defined as the twenty-four (24)-hour shift in its entirety, starting and ending at 7:00 a.m. Employees not in appropriate dress at the start of the shift are considered to be tardy until they are in appropriate dress.
- B. The JCFRS uniform will consist of the following:
 - 1. Firefighters and Paramedics
 - a. Blue shirt, long and short sleeves
 - b. Navy blue pants
 - c. Navy blue or black socks
 - d. Black belt with silver belt buckle
 - e. Black closed-toe shoes (Crocs are not allowed)
 - f. Gold shirt badge
 - g. Black nametag
 - h. Medic jacket/pullover
 - 2. Officers
 - a. All of the above PLUS
 - b. Brass indicating rank on the shirt collar
- C. Department Uniform Standards
 - 1. Appropriate attire for the start of the shift is the JCFRS uniform.
 - 2. Nametags are to be worn over or on the right shirt pocket.
 - 3. Badges are to be worn over the left shirt pocket.
 - a. Lost badges are to be reported to the company officer who shall report the loss to the chief following the proper chain of command.
 - 4. All employees are charged with the responsibility of caring for the uniforms issued to them.
 - 5. Approved t-shirts may be worn during special work details, exercise periods, special circumstances, or after 2100 hours as directed by the chief.
 - 6. Baseball caps or toboggans may not be worn on duty when helmets are required.

7. Apparel with the JCFRS logo (e.g., caps, shirts, sweats) may be worn at designated times and shall be worn with the same respect and conduct guidelines as the JCFRS uniform.
8. The JCFRS polo shirt may be worn by line personnel to outside JCFRS functions (e.g., training, schools, meetings). Administrative personnel may wear the JCFRS golf shirt on designated days.
9. The JCFRS fleece pullover may be worn by all personnel as a part of the duty uniform.
10. The JCFRS baseball cap may be worn by all personnel as a part of the duty uniform.
11. Uniforms must be clean and free of wrinkles at the beginning of each shift of duty.
12. No personnel are allowed to wear personal protective equipment (PPE) that is altered or defaced. Any safety gear that is damaged or is in need of repair must be promptly reported to the immediate supervisor and removed from service.

D. Personal Grooming Standards

1. All personnel are expected to report for work well-groomed, clean, and free of pervasive body odors. In addition, excessive perfume/cologne or offensive body odor that could cause irritation to other personnel is not allowed.
2. Facial hair will be shaved when reporting for work, except for well-groomed mustaches, and/or sideburns.
3. Head hair must be clean, groomed, free of excessive hair products, and worn in a manner that does not present an undue safety hazard, based on the employee's assigned duties for the shift.
4. If hair is longer than the bottom of the shirt collar, it must be worn in a manner that does not present an undue safety hazard.
5. Fingernail length and decorations should be safe, functional, and customary for the work area. Personnel who will have direct physical patient contact should not wear any type of nail enhancement as recommended by the Centers for Disease Control.

E. Tattoos, Branding, Scarring, or Other Forms of Body Art

1. Personnel are prohibited from showing tattoos or body art that are prejudicial to good order, discipline or morale, or bring discredit to the JCFRS. Examples of prohibited markings include those that are considered by JCFRS to be sexist, racist, vulgar, anti-social, violent, or discriminate against any protected class by virtue of including words, symbols, or pictures in the tattoo or body art.
2. JCFRS has the right to request an employee cover a tattoo when it is found in violation of this policy, or to take necessary corrective action for non-compliance.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 3004

SUBJECT: Personal Cellular Phone Use

PURPOSE

To provide a standard for the use of personal cellular phones while on duty.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that personnel are allowed to possess personally owned cellular phones in the workplace, subject to certain limitations. Any cellular phone used while on-duty, or used off-duty in any manner reasonably related to the business of the Department, will be subject to monitoring and inspection consistent with Department standards. The inappropriate use of a cellular phone while on-duty may impair crew safety. Additionally, personnel are advised and cautioned that the use of a personally owned cellular phone either on-duty or after duty hours for business-related purposes may subject the employee and the employee's cellular phone records to civil or criminal discovery or disclosure under applicable public records laws. Violations of this policy will be subject to disciplinary action.

PROCEDURE

A. Operating a Fire Department Vehicle

1. Except in an emergency where other means of communication have been severed, personnel shall not operate a fire department vehicle while using a cellular phone. Unless faced with such an emergency, **all calls and texting** shall be made from a stationary position.
2. Personnel shall be permitted to use personal cellular phones for GPS/mapping apps, when in an emergency the vehicle's GPS services are inoperable.

B. Personal cellular phones and pagers may be carried on the person while on the apparatus and/or when responding to Emergency Calls.

C. Personnel shall not utilize a cellular phone while standing in public. Unless faced with an emergency, personnel shall be discreet in their use of a personal cellular phone.

D. Personnel shall limit their use of personal cellular phones such that their duties to the JCFRS are not compromised.

E. Communication

1. Except in an emergency, personnel shall not utilize a personal cellular phone to bypass official means of communication.
2. Personnel should refrain from using cellular phones to relay information about an incident where such information might compromise the safety of all personnel responding to said incident.
3. All information should be communicated to all personnel through the dispatcher or through electronic messaging.

F. Violations of this policy will be subject to disciplinary action.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 3007

SUBJECT: Conduct Unbecoming a(n) Firefighter/Officer

PURPOSE

The purpose of this policy is to describe Jefferson City Fire and Rescue Service's policy towards disciplining its personnel in regards to acts of misconduct or personnel found to have displayed actions unbecoming of a firefighter or officer while representing JCFRS by capacities while on JCFRS property or while wearing clothing bearing the JCFRS name/logo. This policy addresses both on- and off-duty activities.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that JCFRS personnel are charged with the duty to conduct her/himself at all times to ensure a positive and professional environment for all its personnel. Any personnel that, either directly or indirectly, violate the professionalism that is expected of them may face disciplinary action.

PROCEDURE

A. The following are acts which are prohibited by personnel:

1. Unacceptable, inappropriate, unprofessional conduct, on or off duty.
2. Neglect of duty.
3. Failure to act or failure to meet the response expectations of the community.
4. Disorderly conduct including fighting, "horse play," arguments, unnecessary noise, shouting, threatening or violent behavior, disruption of department functions while on JCFRS property, either on or off duty.
5. Destroying, defacing, or misusing JCFRS property and/or equipment either deliberately or negligently.
6. Insubordination including failure to comply with a superior's instructions and work assignments or by using abusive language or acting in a disrespectful or belligerent manner towards any personnel or officer, whether on or off the JCFRS property.
7. Belligerence, lack of courtesy, or disrespect towards other personnel or officers.
8. Threatening, intimidating, or coercing another employee, including fighting and/or harassment.
9. Malicious gossip concerning fellow employee.
10. Unauthorized use of any JCFRS vehicle, equipment, or clothing.
11. Any conduct or action taken to use the official position for personal gain or influence.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 3009

SUBJECT: Social Media and Electronic Dissemination of Information

PURPOSE

The purpose of this policy is to ensure all Jefferson City Fire and Rescue Service personnel understand their responsibilities related to materials posted on the internet or disseminated electronically.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that personnel of the JCFRS are reminded their conduct, both on- and off-duty, must meet a high standard. This standard includes, but is not limited to, conduct related to materials posted on the internet, social media, or disseminated electronically.

PROCEDURE

- A. No personnel shall allow or permit any digital media to be posted to the internet that:
 - 1. Could reasonably be interpreted to express the opinions of the JCFRS. Personnel may comment on a subject of general interest and of value and concern to the public provided that, in doing so, the employee does not suggest or imply the views expressed are those of the JCFRS.
 - 2. Has both a reference to the employee being affiliated with the JCFRS and which contains content that is unprofessional, unbecoming, or illegal, such as lewd sexual conduct, excessive alcohol consumption, or similar behaviors. Personnel are reminded that courts may scrutinize the credibility of a witness from unintentional sources like the internet.
 - 3. Could be reasonably interpreted as having an adverse effect upon agency morale, discipline, operation of the JCFRS, safety of personnel, or perception of the public.
 - 4. Contains any recording, including images, obtained while engaged in the performance of firefighting activities, emergency medical services, or anything that will have an adverse effect upon the JCFRS. Digital images from legitimate JCFRS activities are permissible (e.g., promotional ceremonies).
 - 5. No Jefferson City Fire and Rescue Service Personnel, facilities, or equipment can be used for any political campaigns or advertisements.
- B. Clarification on appropriate postings, if needed, shall be directed to command staff.
- C. This does not apply to internet postings that are posted for legitimate firefighting purposes.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 4005

SUBJECT: Completing Incident Reports

PURPOSE

The purpose of this policy is to outline how incidents should be documented by Jefferson City Fire and Rescue Service personnel.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that each incident to which the Jefferson City Fire and Rescue Service responds must be documented.

PROCEDURE

- A. The senior officer on the first responding unit to an incident is responsible for completing the Incident Report.
- B. An Incident Report must be completed for each incident JCFRS responds to.
- C. Incident Reports must be completed by the end of the shift on which they occur.
- D. Incident Reports must be submitted to and properly filed by the station captain.
- E. Complete the appropriate supplementary reports (e.g., fire, civilian fire casualty) as appropriate.
- F. A blank Incident Report - Basic is attached to this policy.

INCIDENT REPORT - BASIC

Date: _____ Station: _____ Shift: _____ Run Number: _____

Alarm Time: _____ Arrival Time: _____

Controlled: _____ Last Unit Cleared: _____

Location: _____

INCIDENT TYPE:

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

PROPERTY USE: _____

RESOURCES:

	Apparatus	Personnel
Suppression		
EMS		
Other		

ESTIMATED DOLLAR LOSSES AND VALUES:

Losses:

Property: _____ [] None Contents: _____ [] None

Pre-Incident Value:

Property: _____ [] None Contents: _____ [] None

CASUALTIES:

	Deaths	Injuries
Fire Service	0	0
Civilian	1	1

HAZARDOUS MATERIALS RELEASE: _____ [] None

PERSON/ENTITY INVOLVED/OWNER: _____

NARRATIVE DESCRIPTION OF INCIDENT:

OFFICER IN CHARGE: _____ Assignment: _____

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 4010

SUBJECT: Apparatus Emergency Response

PURPOSE

The purpose of this policy is to explain safe operations of the apparatus operator or driver of apparatuses when en route to emergency scenes.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that the most important job of the apparatus operator is to get fire personnel to the scene safely.

PROCEDURE

A. Driver Responsibilities

1. A maximum speed of 10 m.p.h. above the posted speed limit may be used during safe road conditions (i.e., road is straight, wide, smooth, good visibility, and no traffic problems).
2. The driver should always proceed at a safe speed regulated by weather, traffic, road disrepair, or other negative problems encountered.
3. The driver must have the apparatus under control at all times and ensure proper placement of the apparatus to protect the crew and equipment.
4. When laying fire hose or arriving at the emergency scene, the driver will slow to speeds of 10 m.p.h. or less and maneuver with due regard to all other activity which may be going on.
5. The driver should never back any apparatus up without the assistance of a spotter.
6. The driver must ensure that all crew are buckled in their seat with their gear completely on prior to responding to a call.

B. Intersections

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

C. School Buses

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

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 4012

SUBJECT: Apparatus Maintenance

PURPOSE

The purpose of this policy is to establish guidelines that outline how Jefferson City Fire and Rescue Service personnel should maintain the JCFRS apparatuses.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that JCFRS personnel will monitor and maintain all JCFRS apparatuses daily to include the reserve apparatus(es).

PROCEDURE

- A. All findings during the apparatus daily inspection which is performed at 0800 will be recorded on the "Apparatus Maintenance" form. Any problem areas will be reported to the shop immediately. All items on the daily check list should be checked.
- B. Fluid levels will be checked daily.
- C. Emergency lights and running lights will be checked daily.
- D. Tire condition and pressure will be checked daily. The proper tire pressure is located on the inside of driver's door or in the vehicle owner's manual. The recommended maximum tire pressure for apparatuses is located on the side wall of the tires.
- E. Apparatuses will be washed at least twice a day at 0800 and 1600 or any time there is a need. Exceptions may apply during drought or freezing conditions.
- F. A chamois must be used to wipe the apparatuses dry (i.e., do not let apparatuses drip dry).
- G. Apparatus windows will be washed and dried, inside and out, daily.
- H. Parking brakes will be tested daily using this described method:
 - 1. Raise bay door
 - 2. Crank apparatus
 - 3. Place apparatus in drive
 - 4. Bring apparatus to 300 RPM above idle with the parking brake set (if the apparatus creeps forward, contact the shop immediately)
- I. All apparatuses and equipment will be thoroughly cleaned and checked once a week on apparatus day (e.g., undercarriage, loose bolts, driveline).
- J. All apparatuses will be waxed at least quarterly.
- K. All small tools will be cleaned and painted each apparatus day, or as needed.
- L. The crew compartment on all apparatuses will be kept neat and clean at all times.
- M. There will be no equipment carried in the crew compartment unless permanently attached to the apparatus.
- N. Anytime F500 or aqueous film forming foam (AFFF) is used, the pump and lines must be flushed.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 4013

SUBJECT: Apparatus Security

PURPOSE

The purpose of this policy is to ensure the highest level of security for the Jefferson City Fire and Rescue Service emergency vehicles. Security of JCFRS property has always been of the highest priority, but this has become even more important with the increase of expensive equipment that is now carried on all emergency response vehicles. This makes it necessary that constant attentiveness to vehicles while on a non-emergency detail is maintained.

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

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that when an emergency vehicle with a crew of two (2) or more is on a non-emergency detail, one (1) person from the crew will be assigned to remain with the unit. This policy does not apply to an emergency situation, detail where maximum utilization of all personnel is necessary, or during in-service training. Details conducted at facilities that have secured parking or vehicles that have door/compartment locking capabilities may not necessitate a crewmember to be assigned to attend the unit. The assistant chief or chief must approve any deviation to this policy.

PROCEDURE

- A. The officer or senior member of the crew will make the assignment and ensure the following:
 1. Establish and maintain radio communication with the remaining crew member(s) and dispatch. This will be accomplished through the use of the radio located in the cab area or portable radios.
 2. Ensure at least one JCFRS member remains with the vehicle to maintain security and safety of the vehicle while the other members attend to the detail.
 3. Are prepared to answer any questions from the public about the nature of the detail. The attendant shall be prepared to provide information (e.g., public education materials) regarding his/her job, vehicle, or general questions the citizen may have. This is to be done in a professional manner. Any questions s/he cannot answer shall immediately be referred to the supervisor.
- B. In applying this procedure, attention must be given to quick access in the event of an emergency dispatch, parking restrictions, or areas presenting a potential for accidents. Plan the detail, accomplish the mission in a timely, safe, professional manner, and always use common sense.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 4017

SUBJECT: Emergency and Non-Emergency Transports

PURPOSE

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

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that transport be provided for all emergency patients and, when appropriate, non-emergency patients.

PROCEDURE

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

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 5001

SUBJECT: Responding to Complaints

PURPOSE

The purpose of this policy is to provide guidelines for handling complaints received from customers.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that when customers are less than satisfied with our services, JCFRS will consider all complaints as important feedback from the people we serve and each complaint will be investigated to determine the validity. A complaint may be received in person, on a scene, or in writing.

PROCEDURE

A. Receiving a Complaint

1. Project a positive concern and interest.
2. Contact the complainant as quickly as possible to tell s/he you have received the complaint.
3. Assure the complainant that JCFRS is concerned about complaints from citizens.
4. Inform the complainant the complaint will be investigated and, if an action is valid, JCFRS will correct any violations.
5. Give the complainant an estimated time it will take to process the complaint and, if the nature of the complaint requires return contact, JCFRS will contact him/her.

B. Processing and Investigating the Complaint

1. Complaints will be forwarded to the assistant chief to be processed. The assistant chief will forward the complaints to the captain who is determined to be best suited to respond to it.
2. The captain will do the following steps to investigate the complaint:
 - a. Determine which unit(s) were involved,
 - b. Coordinate the investigation into the incident,
 - c. Request a written statement from JCFRS person(s) who are believed to be involved,
 - d. Review all of the written statements,
 - e. Interview as many parties in the incident as necessary to determine what occurred; this may include non-JCFRS personnel, and
 - f. Prepare a memo for the assistant chief that includes all of the information relative to the investigation and make a recommendation for disciplinary action, if deemed necessary.

C. Responding to the Complaint

1. The assistant chief will determine who will respond to the complaint. The assistant chief will either personally respond to a complaint or assign captain or other appropriate personnel to respond to the complaint.

D. Corrective or Disciplinary Action

1. If JCFRS policy has been violated, corrective or disciplinary action may be required.
2. The captain will make recommendations concerning disciplinary action including, but not limited, to the following:
 - a. Corrective actions
 - b. Disciplinary action at the captain level
 - c. Determination hearing before the chief

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JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 5004

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

PURPOSE

The purpose of this policy is recognizing the need to offer standardized guidance for personnel to follow when civilians enter Jefferson City Fire and Rescue Service facilities to ensure citizen interactions are favorable.

POLICY

The Jefferson City Fire and Rescue Service depends heavily upon a good relationship with the citizens it serves. The maintenance of positive public perception is the responsibility of all JCFRS personnel. Public judgment (positive or negative) regarding JCFRS is formed by the actions of individual employees whether in the performance of an emergency function or through informal interaction. The visitation of civilians to JCFRS facilities offers an opportunity to positively affect public relations. Conversely, if civilians are mistreated or have a bad experience, JCFRS image can be tarnished.

PROCEDURE

A. Receiving Visitors

1. Personnel shall courteously greet all visitors and determine the purpose of the visit.
2. An officer in charge shall be notified that visitors are present in the station and informed of any pertinent information. All personnel should be made aware that visitors are present.
3. All personnel shall conduct themselves in a courteous manner that denotes professionalism and reflects well upon JCFRS.
4. All personnel shall be in the appropriate uniform of the day in accordance to the Uniform and Grooming policy.
5. Community groups and citizens may request and reserve the use of the Community Room at Station 1 provided that:
 - a. The organization/group or citizen is from within Jefferson City
 - b. The request is submitted in writing to the Captain at least 24 hours in advance of the meeting
 - c. The event does not interfere with any other official Jefferson City Fire and Rescue Service business
 - d. No political meetings shall be conducted at the Station Community Room or anywhere on the station property
 - e. The use of the Community room is approved by the Captain.

B. Visitor Restricted Areas

1. The following areas shall be restricted to JCFRS personnel only:
 - a. All dormitories
 - b. Locker rooms/dressing areas
 - c. Shower facilities

C. Visitor Time-of-Day Restrictions

1. There shall be no non-emergency civilian visitation at fire facilities after 2200 hours. Blood pressure checks are considered emergency functions.
2. Civilians wishing to visit fire facilities after 2200 hours shall be courteously and tactfully told to return during normal operating hours.

D. Citizen Observation/Nursing Student Program

1. Any citizen/nursing student wishing to enter JCFRS facilities and respond on emergency apparatuses must meet the following criteria:
 - a. Must have written approval from the assistant chief.
 - b. Must sign witnessed "Liability Release" form.
 - c. Must be properly attired and observe good hygiene practices. Shorts, dresses, cutoffs, and sandals are considered as inappropriate dress. The company officer shall be responsible for compliance of this standard.
 - d. Must follow all JCFRS safety regulations (supervised by the company officer).
 - e. Not be permitted to participate between the hours of 2200 and 0800 hours.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 6001

SUBJECT: First Arriving Unit

PURPOSE

The purpose of this policy is to outline Jefferson City Fire and Rescue Service's plan for the first arriving unit at the scene of an emergency.

POLICY

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

PROCEDURE

A. Incident Factors and Characteristics

1. Emergency incidents encompass a wide variety of potential situations including fires, hazardous materials spills, highway accidents, medical emergencies, floods, or a combination of factors. Every incident presents unique characteristics, challenges, and concerns. It is up to the first arriving officer to ascertain the initial actions, resources, and potential changing needs of a particular incident.

B. Water Supply

1. Generally, when responding to a live, active fire, the second incoming unit will secure a water supply. However, various factors such as location of hydrants, anticipated arrival time, conditions of fire, potential search and rescue needs, etc. should be considered before bypassing any useful hydrants. Unless the circumstances and/or other factors dictate, the unit assigned to secure a water supply should not bypass a useful hydrant. Therefore, the officer of the first arriving unit is authorized to use his/her discretion in determining whether to obtain a water supply or defer this action to the next arriving unit.

C. Commercial or Residential Structures with Fire Department Connection (FDC)

1. When responding to a commercial or residential structure with an FDC on an automatic alarm, the first arriving unit shall position itself to supply the sprinkler system, but is not required to lay a line from the hydrant or connect to the FDC without getting a confirmation the alarm is valid. Once notified that the alarm is valid, connection to the FDC should be established, followed by a timely connection to a hydrant for uninterrupted water supply.
2. When responding to a smoke showing or water flow alarm, the first arriving company shall lay a line, attach to the FDC, and maintain a pump pressure of 100 psi.

D. Establishing Command

1. The first arriving officer will establish command and begin a size-up. The first unit must consciously avoid committing itself to a dangerous situation. When approaching, slow down or stop to assess any visible activity taking place. Effects of the wind, topography, and location of the situation should be evaluated and other responding companies should be routed to best utilize resources.
2. Command should consider establishing Level 2 Staging whenever possible for other responding units. Staged units must be in an appropriate location taking into

consideration safety, distance, and potential need. National Fire Protection Association (NFPA) reference materials should be used to establish a safe distance for staging.

E. Size-Up

1. The first arriving officer must make a careful size-up before making a commitment. Avoid premature commitment of units and personnel to potentially hazardous situations. The objective of the size-up is to identify the nature and severity of the immediate problem and to gather sufficient information to formulate a valid action plan.
2. It may be necessary to take immediate action to make a rescue or evacuate an area. This should be attempted only after a risk/benefit analysis is completed. Personnel must take advantage of available personal protective equipment (PPE) in these situations. The safety of rescuers is paramount.
3. Refer to pre-fire plans and ask individuals at the scene for additional information (e.g., residents, employees/owners).

F. Action Plan

1. Based on the initial size-up and any information available, command will formulate an action plan to deal with the situation. The action plan must provide for the following:
 - a. Safety of all fire personnel,
 - b. Evacuation of endangered area, if necessary,
 - c. Stabilization of the incident scene, and
 - d. The resources necessary to accomplish these goals.
2. It may be necessary to select one method over another due to the unavailability of a particular resource or to wait for needed equipment or supplies. Avoid committing personnel and equipment prematurely or "experimenting" with techniques and tactics.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6002

SUBJECT: Incident Command System

PURPOSE

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

POLICY

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

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SOP 1 Incident Command Procedures

The following SOP is designed to:

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

SOP 2 Responsibilities of Command

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

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

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

SOP 3 Functions of Command

The Incident Commander shall:

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

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

SOP 4 Establishing Command

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

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

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

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

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

Example:

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

SOP 5 Passing Command

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

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

Example:

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

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

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

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

5.6 Command Mode

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

- 5.7 When the command mode is chosen, the company officer has the following options:
- A. Place a firefighter in charge of the remaining part of his crew, while remaining in radio contact with the crew at all times until the company officer is able to rejoin his crew. Keep in mind the remaining part of his crew must be two or more members. If a second radio does not exist, the crew must remain in direct eyesight of the company officer.
 - B. Assign the crew members to staff functions at the command post.
 - C. If another unit is on the scene, the remaining part of the incident commander's crew can be assigned to assist that unit.

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

- 5.8 Certain incidents, because of their size, complexity, or potential for rapid expansion requires immediate, strong, direct, and overall command. In such cases the company officer will:
- A. Initiate and use a tactical worksheet
 - B. Begin to develop an incident action plan (strategy and tactics)
 - C. Call for additional resources and assign resources in a coordinated attack

SOP 6 Transfer of Command

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

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

Transfer of Command Procedure

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

General Considerations

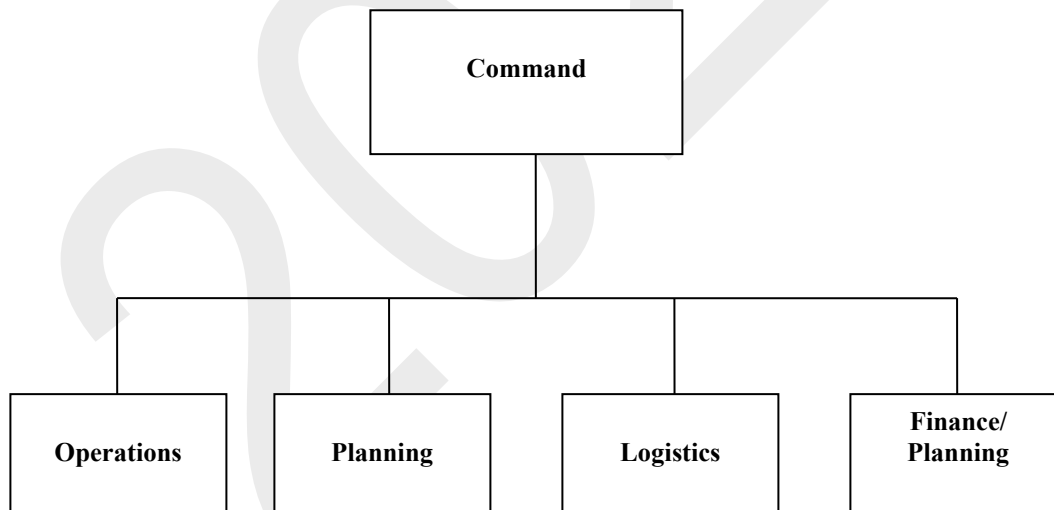
- 6.10 Use additional officers as needed to strengthen the command organization.
- 6.11 Incident scene communications from tactical level officers should be limited to the following:
 - A. Reports that the assignment given has been completed.
 - B. Requests for additional resources or for the release of unneeded resources.
 - C. Reports that the assignment cannot be completed and why.
 - D. Any special information, safety matters, collapse, hazardous materials found, etc.
- 6.12 A higher ranking officer who wants to make a change in the management of an incident must first be on the scene, and then use the transfer of command procedure.

- 6.13 Any member can effect a change in the incident's mode of operations when critical safety risk situations exist, by notifying the incident commander of the impending danger. (See emergency communications 11.8.)

SOP 7 Command Structure

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

Incident Command System: Basic Functional Structure



SOP 8 Command Organization

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

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

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

- 8.8 The most basic command structure combines all three levels.

Example:

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

- 8.9 The basic structure for a "routine" incident involving a small number of companies requires only two levels of the command structure. The role of command combines the strategic and tactical levels. Companies report directly to command and operate at the task level.

Example:

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

SOP 9 Sectors

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

Sector Assignments

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

Sector Officers Requirements

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

Each Sector officer will:

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

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

General Operational Considerations

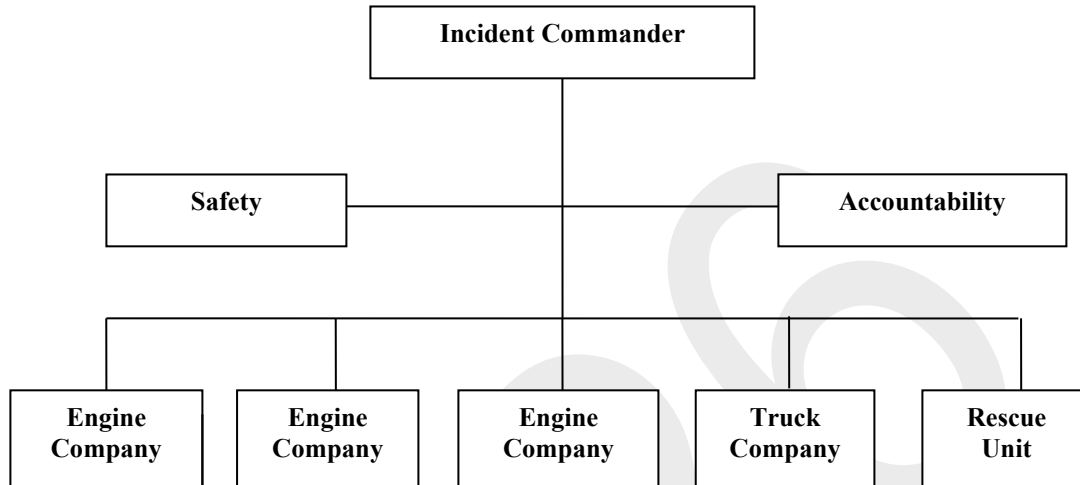
- 9.9 Appropriate span-of-control to a more manageable number. Sector delegation allows the Incident Commander to communicate with these organizational levels rather than with multiple company officers.
- 9.10 Sectoring reduces the span-of-control to a more manageable number. Sector delegation allows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

SOP 10 Expanding the Organization

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

the delegation of the responsibilities of an entire section (planning, logistics, finance/administrative) to others. One example of an expanding organizational structure is shown in the following diagram.

Organizational Chart: Single Alarm Assignment



SOP 11 Communications

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

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

11.8 Emergency Communications

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

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

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

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

L-Location

U-Unit

N-Name

A-Assignment

R-Resources or Response

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

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

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

The Incident Commander shall then transmit instructions to appropriate personnel.

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

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

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

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

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

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

SOP 12 Staging

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

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

- 12.2 A staging area is an area where uncommitted resources are temporarily placed and are available for immediate assignment into the operation.
- 12.3 Units should not under any circumstances enter a scene where a discharge of firearms has been reported or a life threatening situation has occurred without police first securing the scene.
- 12.4 A staging officer reports to the resource branch chief when the resource branch is staffed. If the resource branch is not staffed, staging reports directly to the OPS Section Chief.
- 12.5 On initial dispatches (1st Alarms), after the first suppression unit has reported on the scene and established command, remaining responding units that have not been given assignments by command will go to Level 1 staging.

Level 1 Staging Procedures

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

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

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

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

Level 2 Staging Procedures

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

Staging Area

- 12.13 Command will assign an officer or member of one of the units responding to staging to be the Staging Officer.
- 12.14 If command does not designate a Staging Officer, the first unit OIC arriving at the staging area will assume staging responsibilities and notify command.
- 12.15 Company officers should report in person to the staging area upon arrival at the staging location.
- 12.16 It is the responsibility of all unit OIC's in level 2 staging to keep their crews intact and have them ready to depart staging within three minutes of assignment.

- 12.17 The staging area will only honor resource request approved by the IC/Operations Section Chief or the Resource Branch Officer.
- 12.18 Request to the staging area would include the type of equipment required, number of personnel needed, where to report, who to report to, and the nature of the task, if known.

The Staging Area Officer

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

SOP 13 Operations Section Chief

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

Acknowledgement from these functions is required.

SOP 14 Branch Directors-Operations Sections

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

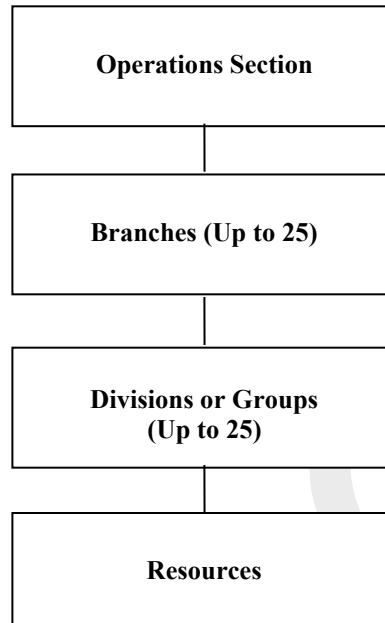
Examples:

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

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

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

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



SOP 15 Air Operations Branch

- 15.1 When an incident requires the use of aircraft, e.g., transportation of victims; high-rise roof operations; swift water rescues; or wild land fire, command, or OPS as appropriate, should establish the Air Operations Branch.
- 15.2 The two subunits under Air Operations that may be required are Air Attack (the aircraft), and Air Support (the ground support for the aircraft).

SOP 16 Divisions and Groups – Operations Section

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

SOP 17 Resource Branch Chief

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

- 17.1 The resource branch chief will most often be staffed by a captain or the Assistant Chief.
- 17.2 The resource branch chief when staffed will report to the IC/OPS section chief.

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

SOP 18 Resource Organization – Operations Section

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

SOP 19 Planning Section

The Planning Section is responsible for gathering, assimilating, analyzing and processing information needed for effective decision-making. Information management is a full time task at large and complex incident. Information is needed for both long term and short term planning. The Planning Section chief's goal is to evaluate current events and to identify the need for resources before they are needed.

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

- K. Plan for incident demobilization.
- L. Maintain incident records.

SOP 20 Logistics Section

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

20.1 Logistics is responsible to:

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

SOP 21 Finance/Administrative Section

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

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

21.1 The Finance/Administrative Section is responsible to:

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

SOP 22 Command Staff

Safety Officer

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

Examples:

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

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

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

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

Liaison Officer.

- 22.3 Command will staff the liaison officer function when command's ability to personally meet with representatives from outside agencies will interfere with incident management.
- 22.4 The liaison officer will establish a liaison area where all members from outside agencies will be directed to report. This excludes representatives that will be part of the Unified Command Post.

Information Officer.

- 22.5 Command will staff the information officer function when command's ability to personally meet with media representatives would interfere with incident management.
- 22.6 The information officer will establish an information area where all members from the media will be directed to report.
- 22.7 The information officer will brief the press after consulting with command on the information to be released.
- 22.8 The information officer will provide the press with opportunities for pictures of the incident and keep them abreast of conditions.
- 22.9 The information officer will provide other governmental agencies with information about incident conditions on an as needed basis.

SOP 23 Staff Officers

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

SOP 24 Unified Command

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

Possible selection criteria:

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

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 6003

SUBJECT: Hazardous Materials Incident Protocol

PURPOSE

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

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that every incident presents the potential for exposure to hazardous materials. Even the products of combustion of an ordinary fire may present severe hazards to personnel safety. This procedure is specifically applicable to known hazardous materials incidents, but it does not reduce the need for appropriate precautions at every incident. The use of full protective clothing and SCBA as well as specialized protective clothing and the use of all standard operating procedures on a continuing basis are foundational for this plan.

PROCEDURE

A. First Arriving Unit

1. The first arriving officer will establish command and begin a size-up. The first unit must avoid committing itself to a dangerous situation. When approaching, slow down or stop to assess any visible activity taking place. Evaluate effects of wind, topography, and location of the situation. Route other responding companies away from any hazards.
2. Command should consider establishing Level II staging whenever possible for other responding units. Staged companies must be in a safe location, considering wind, spill flow, explosion potential, and similar factors in any situation. The DOT Guidebook, NFPA Reference Materials, The NIOSH Pocket Guide, MSDS, shipping papers, or any other materials available to him/her should be used to establish a safe distance for staging.

B. Size-Up

1. Command must make a careful size-up before making a commitment and avoid premature commitment of companies and personnel to potentially hazardous locations. The objective of the size-up is to identify the nature and severity of the immediate problem and to gather sufficient information to formulate a valid action plan.
2. It may be necessary to take immediate action to make a rescue or evacuate an area. This should be attempted only after a risk/benefit analysis is completed. Personnel must take advantage of available personal protective equipment (PPE) in these situations. The safety of rescuers is paramount.
3. Hazardous materials incidents require a cautious and deliberate size-up. Proceed with caution in evaluating risks before formulating a plan and keep uncommitted companies at a safe distance. Identify a hazardous area based on potential danger, considering material(s) involved, time of day, wind and weather conditions, location of the incident, and degree of risk to unprotected personnel. The primary objective is to identify the

type of material(s) involved in a situation and the hazards presented before formulating a plan of action.

4. Look for labels, markers, DOT identification numbers, NFPA diamond signs, shipping papers, etc.
5. Refer to pre-fire plans and ask individuals at the scene for additional information (e.g., plant management, responsible party, truck driver, fire department specialist).
6. Use reference materials carried on apparatuses and request dispatch contact other sources for assistance in sizing-up the problem (e.g., state agencies, fire department specialists, manufacturers of materials).
7. In many cases, evaluation by hazardous material(s) team members before committing is the safest approach.

C. Action Plan

1. Based on the initial size-up and any information available, command will formulate an action plan to deal with the situation. The action plan must provide for the following:
 - a. Safety of all personnel,
 - b. Evacuation of endangered area, if necessary,
 - c. Stabilization of hazardous material(s) and/or disposal or removal of hazardous material(s), and
 - d. The resources necessary to accomplish the goals.
2. It may be necessary to select one method over another due to the unavailability of a particular resource or to wait for needed equipment or supplies. Avoid committing personnel and equipment prematurely or "experimenting" with techniques and tactics. Many times, it is necessary to evacuate and wait for special equipment or technical help.

D. Control of Hazardous Area

1. Once the hazardous materials sector has been established, HazMat personnel will define and establish a hot zone, warm zone, and cold zone. These zones will remain in effect for the remainder of the incident. These three zones are always associated with any hazardous materials incident.
2. Hot Zone
 - a. Hot zone is the area in which personnel are potentially in immediate danger from the hazardous condition. This zone is established by command and controlled by JCFRS. Access to this area will be rigidly controlled, and only personnel with proper PPE and an assigned activity will enter. All companies will remain in designated staging areas until assigned. Personnel will be assigned to monitor entry and exit of all personnel from the hot zone. The hot zone should be geographically described to all responding units and, if possible, identified by yellow tape.
 - b. A hot zone control section will be established to serve the following purposes:
 1. To control access to the hot zone and maintain an awareness of which personnel are working in the area,
 2. To identify and establish a safe perimeter around the hazardous area (should be identified with yellow tape),
 3. To request adequate assistance to maintain the perimeter,
 4. To identify an entrance exit point and inform command of its location,
 5. To coordinate with the hazardous sector to identify required level of protection for personnel operating in the hot zone, and

6. To collect/return accountability passports of all companies entering and leaving the controlled area.

- c. Restriction of personnel access into the hot zone includes JCFRS personnel and any others who may wish to enter the hot zone (e.g., police, press, employees, ambulance personnel). This is necessary due to the possibility of deteriorating conditions, contamination, and accountability.

3. Warm Zone

- a. The warm zone is the larger area surrounding the hot zone in which a lesser degree of risk to personnel exists. The area to be evacuated depends on the nature and amount of the material(s) and the type of risk it presents to unprotected personnel (e.g., toxic, explosive).
- b. In some cases, it is necessary to completely evacuate a radius around a site for a certain distance (e.g., potential explosion). All civilians would be removed from this area.
- c. In other cases, it may be advisable to evacuate a path downwind where toxic or flammable vapors may be carried and control ignition sources in case of flammable vapors. When toxic or irritant vapors are being carried downwind, it may be most effective to shelter in place. Keep everyone indoors with all windows and doors closed to prevent contact with the material(s) instead of evacuating the area. In these cases, companies will be assigned to patrol the area to assist citizens in shutting down ventilation systems and evacuating persons susceptible to respiratory problems. In all cases, the responsibility for safety of all potentially endangered citizens rests with the incident commander.
- d. Decontamination will be established in the warm zone. The limits of this zone will be enforced by the Police Department based on distances and directions established in consultation with command.

4. Cold Zone

- a. The cold zone is an area which has been determined to be relatively safe for personnel.
- b. It is advantageous that this area be located uphill and upwind from the hot zone.
- c. The incident commander, command post, and a work area for the hazardous sector officer or operations officer should be located in the cold zone. It should serve to provide a safe area for command operations including liaison between the JCFRS and other agencies and a defined area for public information officer and the media.
- d. A base EMS area is advisable in this area with defined triage, treatment, and transportation capabilities.

E. Use of Non-Fire and Rescue Service Personnel

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

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER. 6004

SUBJECT: Multiple-Patient Incident (MPI) Medical Operations

PURPOSE

The purpose of this policy is to provide standard guidelines regarding departmental procedures and operations, resulting in the efficient triage, treatment, and transportation of multiple casualties, during multiple-patient (MPI) emergency medical situations.

POLICY

This policy shall apply when at least 5 casualties exist at the scene of an incident, and/or the Incident Commander determines that departmental resources will be strained to the point that MPI implementation is appropriate. This procedure will integrate into the overall fire ground incident management system and will function as a branch of the overall operation.

PROCEDURE

- A. The degree of implementation will be dependent upon the extent of the situation and as dictated by Command. The following are examples of such situations (list not intended to be all-inclusive):
 1. Numbers of patients involved and/or injuries severe enough to require coordination with several hospitals.
 2. Complex extrications involving large number of casualties (e.g., building collapse).
 3. Treatment or mass patient transportation problems encountered.
- B. Command Responsibilities
 1. Responsibilities assigned to the Medical Operations Branch (MOB) will be situation driven. Generally, these responsibilities will include:
 - a. Assuming control of Medical Operation.
 - b. Maintaining initial and continuing situation evaluation and reporting to command.
 - c. Under direction of the Incident Commander, assist in the extrication of trapped patients requiring immediate medical attention.
 - d. Triage of patients.
 - e. Field treatment/stabilization and preparation of patients for transport.
 - f. Facilitate transport and distribution of patients to appropriate medical receiving facility.
 - g. Requisition additional medical supplies, as needed, at the scene.
 - h. Rehab for Sector personnel under his/her direction.
 - i. Communicating with dispatch.
 2. The Medical Branch Commander may elect to further subdivide his/her branch into additional sectors such as triage, transportation, etc.

C. Triage Sector Officer Responsibilities

1. Organize Triage Teams(s) to initiate patient triage and tagging.
2. Assess current resources and request additional units as needed (this should be communicated to Medical Operations Branch who will communicate with Command).
3. Coordinate with Treatment Sector ensuring priority patients are expedited to the treatment area.
4. Ensure all areas encompassing the MPI has been thoroughly checked for potential patients, walking wounded, ejected victims, etc., and that all victims have been appropriately triaged.
5. Report to Medical Operations Branch when assignment has been completed for reassignment or return to service.

D. Treatment Sector Officer Responsibilities

1. Direct personnel to initiate treatment on victims where they are found or establish a centralized treatment area within the sector. Considerations for treatment are:
 - a. Area capable of accommodating victims and equipment.
 - b. Weather and safety conditions.
 - c. Readily accessible entrance and exit areas are designated.
 - d. Division of treatment area based on patient priority.
2. Ensure all victims are re-triaged via secondary examination, documenting such on the Triage Tag.
3. Adequate resources for effective treatment of all patients.
4. Communication with Transport Sector for coordination of patient transport to appropriate receiving facilities.

E. Transportation Officer Responsibilities

1. Maintain a log of patients transported, including destination facility, medical condition, patient information (if available without delay). * A designated "Documentation Aide" would be valuable in large scale incidents to assist with the log.
2. A direct communication link with dispatch regarding the status of area hospital receiving capabilities.
3. Facilitate transport of patient from the treatment area via appropriate means (Fire ALS Transport/Ambulance/Helicopter/Bus/Other).
4. Communication (via cellular preferred) with dispatch regarding:
 - a. Number of patients routed to a specific facility
 - b. Patient priority
 1. Priority I (Immediate-Red Tag)
 2. Priority II (Delayed-Yellow Tag)
 3. Priority III (Ambulatory-Green Tag)
 - c. Special patient needs (burn, cardiac, trauma)

F. Initial and continuing progress reports from the Medical Branch should indicate

1. Type of situation
2. Number of patients

3. Condition of patient and types of injuries (grouped, such as 7 critical crush injuries, 5 minor burn injuries, etc.)
4. Additional resource requirements if needed (such as Life Saver Helicopter, etc.)
5. Specialty equipment or supplies (i.e., confined space, high angle, HazMat etc.)
6. Fire stability (when applicable)
7. Progress in mitigating situation

G. Patient Care Organization

1. All available backboards and first aid bags/boxes should be brought to the triage site as soon as practicable. Oxygen delivery equipment and spares should be brought to the treatment area.
2. Triage Sector
 - a. EMS personnel should utilize the START Assessments. This enables rapid basic treatment to patients who might otherwise die for lack of basic care. Extensive care to a small number of patients precludes the objective of START, reducing overall survivability.
 - b. Patients should be tagged with a ribbon to indicate that START has been completed.
3. Ambulatory patients should be assembled and removed from the incident scene. Patients who are able to walk generally are not seriously injured.
 - a. Ambulatory is used with the understanding that victims who can walk may also have serious injuries.
 - b. The triage officer directs these persons away from the incident area to reduce congestion and confusion.
 - c. Ensure all ambulatory patients are triaged, tagged and removed to the treatment area.
4. Seriously injured patients requiring ALS treatment should be immobilized on a spine board.
 - a. A complete examination at the site would be inappropriate. To avoid further injury while moving seriously injured patients to the treatment area, C-spine precautions are necessary.
 - b. An exception to spinal immobilization should be considered for patients who experience respiratory distress while supine.
 - c. Patients should be moved based on location and not on condition. This prevents the need to move over other patients who might receive further injury. Moving the most seriously injured first could potentially flood the treatment area, resulting in inadequate care. Efforts should be made to move patients in a manner to make the remainder more accessible.
5. Treatment Area
 - a. Patient priority may be upgraded or downgraded in the treatment area based on a more complete examination.
 - b. Personnel will place patients in the appropriate zone within the treatment area for the priority level of the patient.
 - c. A minimum 3-foot area around each patient should be allowed to facilitate treatment.
 - d. Patients presenting in shock should be placed in the Trendelenburg (feet elevated) position.
 - e. Patients presenting with head injuries or respiratory distress should be placed in the Fowler (head elevated) position.

- f. Treatment teams will be dispersed throughout the three treatment zones {Priority 1 (Red), Priority II (Yellow), Priority III (Green)}. Each team should consist of, at minimum, one Paramedic and one EMT. If available personnel are limited, Priority I patients should be attended to first.
 - g. Each team shall thoroughly examine, assess, and treat each patient they have responsibility for, including all appropriate documentation, such as PCR's, with vital signs and treatment rendered.
 - h. Rapid stabilization efforts should be made prior to transport.
 - i. After all Priority I patients have been treated in the treatment area, treatment teams should be assigned to treat entrapped victims should there be an extrication site, or assigned to treat Priority II/III patients as needed.
6. Transportation Officer should:
- a. Maintain status of receiving hospitals
 - b. Maintain a log of patients transported to each facility
 - c. Rotate patients to receiving facilities based on their ability to attend to the type and numbers of patients being sent.

H. Medical Supplies and Equipment Considerations

- 1. It should be anticipated that a large amount of medical supplies would be necessary during an extended MPI. To assure sufficient supplies are available at the scene, the following should be considered.
 - a. The IC should consider requesting the Multiple Patient Unit and/or the Metropolitan Medical Response System (MMRS) trailer.
 - b. All available medical supplies, backboards, etc., onboard responding Fire Apparatus should be immediately taken to the triage site.
 - c. Supplemental Oxygen should be taken to the treatment site.
 - d. Units in staging area should shuttle EMS equipment to the incident site as requested by Medical Operations Branch.
- 2. Utilization of a flatbed truck and a logistics supply van should be considered for this purpose. Additional supplies and special events field kits can be brought from the EMS supply room at Station 1.

I. Integration with Outside Resources

- 1. Units responding may be directed to the designated staging area by Command.
- 2. Responding units will be advised of what equipment is needed.
- 3. Outside units will be assigned to a specific area or sector and integrated into the overall operation being conducted under Fire and Rescue direction/supervision.
- 4. Command may elect to implement the county disaster plan.
- 5. Mutual assistance agreements at local and state levels may be considered.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 6005

SUBJECT: Accountability System for Fire and EMS Personnel

PURPOSE

The purpose of this policy is to outline the accountability system for fire and emergency medical service (EMS) personnel which provides the highest level of personnel safety and tracking procedures possible by maintaining accountability for each employee engaged in emergency operations in a high-risk environment.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that the safety of fire and EMS personnel is of paramount concern during emergency scene operations; therefore, it is necessary to have a system to account for the personnel assigned to each apparatus. An accountability system will allow the incident commander(s), sector commanders, and company officers to maintain, coordinate, and account for the emergency resources of the scene. In addition, this system will greatly compliment risk control techniques and safe operating procedures at all incidents.

PROCEDURE

A. Daily Personnel Procedures

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

B. Accountability Implementation

1. Per the Incident Management System, the officer in charge of the first arriving apparatus/unit at an incident scene shall assess the situation and determine a course of action. Based on that decision, the officer in charge of that apparatus/unit shall either assume command or pass command to the next arriving company.
2. Whether or not the command is assumed or passed, it is the responsibility of the officer in charge to immediately implement the personnel accountability system (PAS) procedures that are applicable to the level and type of operation being performed.
3. The officer who assumes command of the incident shall make all assignments necessary to initiate and operate the PAS. These assignments include, but are not limited to, the following:
 - a. Assign sector commanders who may assign control officers to assist in maintaining personnel accountability within each sector.
 - b. Assign an accountability officer to supplement the incident commander's accountability responsibilities. The accountability officer will perform the following task at all incidents including hazardous materials and special rescue alarms:
 1. Survey each sector to verify sector commanders resource report and document all necessary information. (Unit numbers staffing level of apparatus, track and document personnel by both location and function.) This tracking procedure will be accomplished by listing the companies

- operating in a particular sector, section, or branch as well as the task they are assigned.
- 2. In all high-risk operations, the accountability officer should locate in an area that allows for safe and effective observation or accountability of the personnel performing the assigned task.
- 3. Periodically review the tactical command board to ensure accurate information is maintained.
- c. Provide rapid intervention team (RIT) for rescue of a member or team, if the need arises.
 - 1. The RIT shall be either: 1) on-scene personnel performing other functions but ready to deploy to perform RIT functions or 2) on-scene company(ies) either in Level 1 or 2 staging areas designated as RITs.
- 4. In order to enhance personnel accountability in each sector, sector commanders will assign a control officer to assist in maintaining an accurate account of the personnel performing emergency operations in hazardous or high-safety risk environments. Control officers will perform the following tasks:
 - a. Collect each crew's roster board when they enter the sector or work area. Control officers will move the nametags from the top section of the board (OUT) and place them on the lower half of the board (IN), when crews enter the assigned work area.
 - b. Monitor personnel working high-safety risk environments via radio to listen for any distress calls or rescue requests.
 - c. Surrender the unit roster board to each crew after that person has left the safety-risk environment and returned to the control point or when crews are leaving the sector for any reason.
- 5. When requested by the incident commander, sector commanders will report the unit numbers of the companies working in the sector to the command post.
 - a. Example: "I have Engine 1, Engine 2, and Engine 3 in the sector."
 - b. Sector commanders will make additional reports upon request from the command post only.
- 6. All intra-sector communication will be done face-to-face whenever possible (i.e., communication between control officers, crews, crew officers, and sector commanders or sector commanders and support personnel working in the sector). This procedure will aid in reducing the amount of radio traffic being transmitted at incident scenes.
- 7. Anytime a crew or an apparatus is reassigned to another sector to perform tactical duties, the appropriate sector commander will notify the incident commander and report the personnel movement via radio. This will enable incident command to adjust the tactical command board accordingly.
 - a. Example: Engine 6 is leaving sector C to assist sector D command.
- 8. Sector commanders will communicate by radio with crew officers directing incident operations within high-safety risk environments at twenty (20) minute intervals. If there is no response from a crew after three (3) attempts, the following procedures will be initiated:
 - a. The sector commander will notify incident command and provide the following information:
 - 1. The crew's identification number that cannot be contacted,
 - 2. Approximate location or assignment area, and
 - 3. Name and rank of the crew supervisor.
 - b. Incident command will request fire communications attempt to contact the crew.

- c. If the efforts of the sector commander and fire communications fail to contact the crew, the RIT will begin search procedures immediately.
 - d. The RIT in the search operation will notify the sector commander when the missing personnel have been accounted for.
 - e. The sector commander will notify command when missing personnel have been accounted for.
- 9. It shall be the responsibility of sector commanders to ensure appropriate assignments are made in order to enforce all accountability procedures and guides within the sector to which they are assigned.
- 10. It shall be the responsibility of the crew officers to monitor the location of each person under their command at all times. To accomplish this, the crew officer will adhere to the following guidelines:
 - a. Unless ordered to do otherwise by the incident commander or sector commander, an apparatus crew will work together as a unit in carrying out their assigned task.
 - 1. A possible exception can occur when two (2) or more companies are combined to perform an assigned task or maintain interior entry ability.
 - b. The crew officer in charge should never allow a member to work alone during an interior fire attack. A minimum of two (2) crewmembers working as a team must be adhered to.
 - c. The crew officer in charge should occupy a position that will allow for the crew to be observed or voice contact maintained during both interior and exterior operations. When operation in an atmosphere that is heavily charged with smoke, a position of close working order shall be maintained and periodic personnel check made.
 - d. The crew officer in charge must know how many crew members are under their command prior to beginning an assigned task. All crews will report to the control officer when entering and exiting safety-risk areas.
 - e. When crews are scheduled for physical rehabilitation, the crew officers take the roster board and report to the rehabilitation sector with their crew. Upon returning to a sector, the officer and crew will report to the sector commander.
 - f. Notify the sector commander or incident commander as soon as possible whenever a distress situation (e.g., personnel trapped, injured, distress calls) is detected via face-to-face communications or radio.

C. Roll Call Procedures

- 1. The incident commander may initiate roll call procedures to each sector to account for personnel at any time it is considered necessary. The incident commander will determine the level and magnitude of any roll call procedure (e.g., affected sector(s), branch, task groups, area). Whenever it is necessary to initiate a roll call, the incident commander will communicate via radio the appropriate orders or directives to the sector(s) involved. Some situations in which roll call shall be initiated include, but are not limited to, the following:
 - a. Report of a member or crew missing or trapped.
 - b. When a unit/crew cannot be contacted in the hazard zone after three (3) consecutive attempts at radio contact.
 - c. Sudden hazardous change on the incident scene such as vapor release, collapse, etc.
 - d. Incident conditions deteriorate to a point that evacuation is in order.
 - e. A change from an offensive to a defensive mode.

2. Each sector commander will be responsible for conducting roll calls in his/her respective sectors and reporting the results to the incident commander.

D. Incident Scene Safety Officer(s)

1. Incident scene safety officers provide the incident commander with regular status reports concerning the condition of the structure or area where personnel are operating.
2. Safety officers coordinate rehabilitation procedures with each sector commander.

E. Compliance

1. A mechanism to quickly account for personnel must be available to the incident commander at any point during the incident. In order to ensure the effectiveness of this system and the subsequent safety of all personnel, accountability procedures shall be strictly followed at all times.
 - a. Nametags shall be considered an issued item of personal protective equipment (PPE).
 - b. Unit rosters shall be considered part of apparatus inventory and be maintained as such.
 - c. If nametags or unit rosters are lost or misplaced, replacement items shall be obtained as soon as possible. The assistant chief shall ensure replacements are ordered from the Logistics Management Office as soon as possible.
 - d. Each member's name tag shall be inspected when the member's PPE is inspected.

F. Glossary

1. **Accountability Officer:** individual assigned by the incident commander to monitor and assess accountability procedures during the emergency operation. Duties of an accountability officer will also include documenting the location and function of all crews operating at the incident scene.
2. **Control Officer:** individual responsible for maintaining a record of pertinent information on all personnel entering or exiting high-safety risk environments.
3. **Control Point:** location where a control officer will be physically located in such a manner s/he can gather and record the appropriate information on all personnel entering and exiting.
4. **Emergency Resources:** JCFRS personnel, apparatuses, and equipment utilized at incident scenes.
5. **Incident Scene Safety Officer:** individual responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring safety of personnel.
6. **Sector Commander:** individual assigned to supervise operations within a geographic area or having the responsibility of supervising a particular function.
7. **Rapid Intervention Team (RIT):** designated personnel to provide for the rescue of personnel at emergency incidents.
8. **Roll Call:** means by which personnel can be accurately and quickly accounted for by utilizing unit roster boards to verify whether all personnel have evacuated a high-safety risk environment.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 7001

SUBJECT: Harassment

PURPOSE

The purpose of this policy is to provide all Jefferson City Fire and Rescue Service personnel with a work environment that is free of harassment.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that harassment of JCFRS personnel or applicants for employment is prohibited.

PROCEDURE

- A. Harassment increases hostilities, creates an offensive work environment, decreases productivity, adversely affects positive working relationships, and tarnishes the image of JCFRS.
- B. Harassment for the purposes of this policy is defined as:
 1. Any conduct implying, either explicitly or implicitly, that granting sexual favors is a term or condition of an individual's employment.
 2. Threatening or insinuating that submission to or rejection of sexual favors by an individual will be used as the basis for employment decisions affecting such individual.
 3. Any other conduct that has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.
 4. Any behavior specifically directed at one sex, gender, race, religion, nationality, or sexual orientation or behavior that serves to emphasize differences or undermine individuals due to their status with regard to any of the aforementioned characteristics.
- C. JCFRS has adopted the City's harassment policy. Supervisors are responsible for implementing and facilitating this policy. Harassment is illegal and such activities may result in criminal and/or civil liability for both the employee and the City.
 1. It shall be the responsibility of the individual to bring complaints of harassment. If the individual does not wish to file a complaint with his/her immediate supervisor, s/he may file the complaint with the next senior supervisor in the chain of command.
 2. Supervisors bearing witness to any acts qualifying harassment shall document such incidents whether a complaint is made or not. Documentation shall be maintained and included in any future complaints concerning the incident or other incidents.
 3. Any supervisor receiving a complaint of harassment shall process the complaint through the normal channels and shall make the chief aware of the complaint.
 4. Notwithstanding provisions of this policy, employees have the right to seek resolution through the grievance and complaint procedures of the Human Resources Department.
 5. Should the individual filing the complaint find it is difficult or impossible to handle the complaint through normal channels within the JCFRS, they should contact the Human Resources Department for assistance.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 7006

SUBJECT: Commission of a Crime Charge

PURPOSE

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

POLICY

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

PROCEDURE

A. Arrest or Court Actions Involving JCFRS Personnel

1. Personnel shall contact or report to their supervisor immediately or soon thereafter (i.e., 3 days) in the event they are arrested and/or court action is initiated or anticipated.
 - a. Personnel shall request, through their supervisor, leave time to be taken at such time that they are unable to report to work.
 - b. The supervisor shall approve or disapprove any such requests for leave utilizing consistent procedures.
 - c. Any employee who fails to report to work on time without approved leave time shall be considered late or absent without leave (AWOL) and subject to disciplinary actions.
2. Under no circumstances shall disciplinary actions of any kind be taken until an internal investigation has been completed.

B. Internal Investigation

1. An internal investigation shall be conducted for any situation involving an employee who have been arrested and/or court action initiated or anticipated.
2. The internal investigation shall be conducted by the assistant chief.
3. All documentation, including letters, memorandums, reports, and recommendations shall be forwarded up the chain of command to the assistant chief.
4. The Disciplinary Action Review Committee shall review all information submitted and forward their findings to the chief.
5. If the investigation indicates sufficient cause for disciplinary action regardless of court outcome, the employee shall be disciplined at the appropriate level, up to and including termination.
6. If the investigation is found to be inconclusive as to whether sufficient cause for disciplinary actions exist, but is undesirable for the employee to continue his/her present duties, the employee can be re-assigned as deemed necessary in the best interest of JCFRS. A definitive conclusion or decision shall be pursued and reached in a timely manner.

C. Causes for Disciplinary Action

1. Disciplinary action will be implemented if an employee refuses to testify or answer any questions before any board or anyone authorized to conduct investigations as well as hearings concerning the affairs of government or any other criminal inquiries.

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JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 8001

SUBJECT: Pre-Fire Planning

PURPOSE

The purpose of this policy is to outline Jefferson City Fire and Rescue Service procedures for completing and storing pre-fire plans.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that each fire station complete pre-fire plans for all school, health-care, multi-residential, commercial, and industrial facilities that fall within their territory.

PROCEDURE

- A. Station commander for each fire stations will assign personnel to create new pre-fire plans and update existing pre-fire plans as needed. Station commander will be notified by the assistant chief of new commercial or industrial structures within their station's territory that require new pre-fire plans.
- B. Station commanders should review existing pre-fire plan on a regular basis and determine which need to be updated or removed.
- C. Copies of pre-fire plans for all commercial and industrial facilities within a station's territory should be kept in a binder in all units assigned to that station.
- D. Pre-fire plans should be completed by following the directions on the Pre-Fire Plan template.
 1. Pre-fire plan inspections for schools, daycares, nursing homes, and hospitals must be conducted annually.
 2. Pre-fire plan inspections for non-school (e.g., multi-residential buildings) and hospital buildings must be conducted every two years.
 3. No pre-fire planning form shall be 2 years out-of-date.
 4. Pre-fire plans must be completed immediately for new construction buildings.

Jefferson City Fire and Rescue Service Pre-Fire Plan

Occupancy/Building Name: _____ Occupancy ID #: _____

District #: _____ Phone #: _____

Street Address: _____

City, State, Zip: _____

Primary Use: _____ Construction Type: _____

Possible Entry: _____

Possible Occupancy: A.M. _____ P.M. _____

Known Handicapped Personnel: _____

NOTIFY IN CASE OF EMERGENCY

Name: _____ Name: _____

Phone: _____ Phone: _____

BUILDING CONSTRUCTION

Roof Type: _____ Floor Construction: _____

Roof Construction: _____

Basement Construction Type: _____ Height of Basement: _____

Number of Stories: _____ Height of Each Story: _____

Length: _____ Width: _____ Height: _____

Attic Area: _____ Size: L _____ X W _____ X H _____

UTILITY TYPES

Gas: _____ Type: _____

Gas Shut Off Valve Location: _____

Electric: _____ Phase: _____

Panel Location: _____

Alarm Location: _____

EXPOSURES

North: _____ FT. West: _____ FT. South: _____ FT. East: _____
Type: _____ Type: _____ Type: _____ Type: _____

SUPPRESSION CRITERIA

Needed Fire Flow: _____ Total Water Supply: _____
Fuel Load: _____ Rate of Flow: _____

HYDRANT LOCATIONS

(1) _____ Flow: _____ Unit: _____
(2) _____ Flow: _____ Unit: _____
(3) _____ Flow: _____ Unit: _____
(4) _____ Flow: _____ Unit: _____

OTHER WATER RESOURCES

(1) _____
(2) _____
(3) _____

SPECIAL RESOURCES

(1) _____
(2) _____
(3) _____

MUTUAL AID

(1) _____ Assignment: _____
(2) _____ Assignment: _____
(3) _____ Assignment: _____

STAGING AREA

Primary: _____
Secondary: _____

MISCELLANEOUS INFORMATION

Sprinkler Connection: _____

Standpipe Connection: _____

ADDITIONAL NOTES:

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JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 8004

SUBJECT: Hydrant Maintenance and Repair

PURPOSE

The purpose of this policy is to outline Jefferson City Fire and Rescue Service's plan for inspecting hydrants and ensuring hydrants are repaired and maintained in good working order for protection of life and property.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that the standard operating procedure addresses guidelines, programs, and procedures for inspecting and maintaining hydrants. This procedure provides guidance for the inspection and maintenance of the fire hydrant system in Jefferson City and improves the working relationship with the Jefferson City Water Department. The purpose of the hydrant inspection and maintenance program is to improve familiarization of hydrant locations, ensure functioning hydrants in the event of a fire, and comply with ISO requirements.

PROCEDURE

A. Safety Considerations

1. Apparatuses need to be positioned to protect fire personnel from on-coming traffic when servicing hydrants near the roadway. Apparatuses should be parked with warning lights on to protect personnel who may be working near the roadway or in situations that may require personnel to be in the roadway to remove caps, etc. When hydrants are located away from the roadway or set back behind sidewalks, etc., it may be possible to park apparatuses off the road.
2. Turnout coats or reflective vests are to be worn while inspecting hydrants. Leatherwork gloves (i.e., not structural firefighting gloves) must be worn when servicing hydrants. When handling caps or applying grease, personnel should be mindful of sharp edges, metal burs, or other edges which may cause cuts or injuries.

B. Inspection and Maintenance Schedule

1. Each station officer on each shift will be responsible for scheduling maintenance inspections of the hydrants within his/her assigned zone. Every effort should be made to visit each hydrant within the assigned zone and complete the needed documentation every six (6) months. At minimum, each hydrant should be inspected once every nine (9) months.

C. Documentation and Committee

1. A hydrant maintenance committee will be formed. The committee will consist of three (3) members, one from each shift. One of the committee members will serve as the hydrant maintenance manager. Each committee member will be responsible for collecting and reviewing the inspections from each of his/her shift. All repair correspondence and requests will be coordinated by the hydrant committee members. The hydrant maintenance committee will maintain the completed documents and any associated correspondence regarding that inspection for future reference. Files will be created for each hydrant and organized by address. Hydrant records will be maintained for five (5) years.

2. Personnel shall utilize the approved hydrant inspection form to complete all documentation. Personnel will turn in completed hydrant maintenance forms every two (2) weeks to the hydrant maintenance manager. The hydrant maintenance manager will review the forms for completeness, accuracy, and problems within two (2) weeks. All filing, referrals within or outside of the committee, or other items needed to process hydrant inspections should be accomplished within this two (2) week time period.
3. One (1) file system will be maintained for JCFRS at Station 1. Each hydrant committee member is expected to manage the paperwork for their shift. Any activity, referrals, or issues regarding a particular inspection report must be clearly documented on the inspection report. Any follow up information or corrective actions regarding that hydrant must be included on the same report.

D. Hydrant Inspection Procedure

1. The hydrant inspection involves checking the hydrant for any damage or problems that may hamper the efforts of firefighters during emergency operations. The following hydrant information shall be documented during the inspection on approved forms:
 - a. Hydrant location and number,
 - b. Physical damage and defects to hydrant,
 - c. Obstructions on and around the hydrant,
 - d. If the hydrant outlets face the proper direction,
 - e. If there is a minimum fifteen (15) inch clearance between the lowest outlet and ground level, and
 - f. Condition of the paint.

E. Hydrant Maintenance Procedure

1. Hydrant maintenance is conducted to preserve the operational effectiveness of the hydrant. Each unit responsible for hydrant maintenance inspections will be equipped with a tool kit that contains a hydrant test cap, a container of food-grade grease, and a wire brush.
2. The following procedures should be performed when conducting hydrant maintenance:
 - a. Check hydrant caps and outlets for rust and remove rust with a wire brush. If the hydrant caps are stuck, tap the outer edges of the cap using the handle of the hydrant wrench, then attempt to remove the caps. If this fails, place the hydrant out of service. Never kick or stand on a hydrant wrench or try to "muscle" hydrant caps off.
 - b. Visually check the hydrant cap, outlet threads, and gaskets for damage and proper lubrication.
 - c. Lubricate the cap and outlet threads with food-grade grease.
 - d. Take a static pressure reading and test operation of valve stem by performing the following steps:
 1. Remove a 2½ inch hydrant cap and attach the hydrant test gauge to the outlet.
 2. The petcock should be in the open position.
 3. Tighten the remaining outlet caps.
 4. Turn the stem in a counter-clockwise direction (opening the hydrant) until it cannot be turned any more. Be advised there are some left-thread hydrants that will open in a clockwise direction.
 5. Turn the petcock off after approximately two (2) minutes.
 6. Check the reading on the hydrant test gauge.

7. Slowly close the hydrant. Remove the hydrant test gauge and check to see if the hydrant barrel is draining. Reapply the cap.
 8. Document the reading and any problems found operating the valve stem.
- e. Check the hydrant reflector for appropriate location on the pavement for easy hydrant identification. If a reflector is not installed, it shall be documented appropriately on the form.
 - f. There must be three (3) feet (36 inches) of clearance around the hydrant to ensure visibility and access. All obstructions, such as weeds, debris, traffic standards, protective barriers, sign posts, utilities poles, shrubbery or fences within three (3) feet of the hydrant shall be documented on the form. All items on the form shall be completed, deficiencies noted, and corrective actions must be documented
 - g. During inspection, any violations will be documented. The fire marshal will review, sign, and will ensure a written notice is hand-delivered to the property owner referencing code violations and compliance deadlines. If the property owner is not able to be contacted for hand delivery, the form shall be affixed to the front door of the residence of record. Property owners will have fourteen (14) days to remove hydrant obstructions. After fourteen (14) days, failure to remove obstructions will result in removal by JCFRS personnel.

F. Hydrant Repairs

1. Completed forms shall be submitted to the hydrant maintenance manager. The hydrant maintenance manager will review the form for completeness, accuracy, and problems. If a problem area is noted for a hydrant, the hydrant maintenance manager will notify the appropriate contact at Jefferson City Water Department regarding the deficiencies. Notifications will be attached to the hydrant maintenance form.
2. When personnel encounter a hydrant that is non-functional, the proper documentation shall be completed and the station manager and/or assistant chief shall be immediately notified. The station manager and/or assistant chief shall notify Jefferson City Communications and request the on-call representative for the Jefferson City Water Department be notified of the non-functional hydrant. Reporting of all deficiencies shall be clearly documented on the maintenance form.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9001

SUBJECT: Employee Assistance Program (EAP)

PURPOSE

The purpose of this policy is to detail the employee assistance program (EAP) available to Jefferson City Fire and Rescue Service personnel. This program provides professional and confidential assistance for a broad range of personal concerns.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that a confidential employee assistance program (EAP) be sponsored and paid for by Jefferson City and is available to all full-time and part-time benefits-eligible personnel, their immediate families, and members of their household at no charge because the City recognizes there are times when personal problems may affect an employee's well-being and job performance. Typical problems that can be addressed through the EAP include stress, marital and family problems, psychological problems, financial problems, personal legal situations, and problems related to alcohol and drug abuse. The Human Resources Department (HR) is available to clarify issues relating to the use of the EAP, the referral process, and coordination of benefits.

PROCEDURE

- A. Jefferson City has contracted with a private consulting and service firm to administer the program.
- B. All counseling through the EAP is on a voluntary basis even if recommended to the employee by management, except in the event of a mandatory referral as defined in section E.1. Participation in counseling does not relieve the employee of responsibility to achieve JCFRS expectations regarding performance, conduct, and attendance.
- C. Self-Referral
 - 1. Eligible employees or any member of their households can call the EAP to schedule an appointment with a representative. The EAP will arrange an appointment for the individual with a local EAP counselor. The EAP also offers emergency assistance on a 24-hour basis.
- D. Management Referrals
 - 1. Management referral to the EAP is based on the following:
 - a. A request by the employee for assistance with a personal problem,
 - b. A pattern of decline in an employee's work performance, and/or
 - c. A particular on-the-job incident that indicates the possible presence of a personal problem.
 - 2. The EAP is available to discuss situations with managers/supervisors and advise them on when a management referral is appropriate and the appropriate steps for making the referral.
 - 3. When an employee seeks advice regarding a personal problem, it is the responsibility of the manager/supervisor to suggest the employee use the professional counseling services available through the EAP and offer to assist the employee in arranging for an appointment with the EAP counselor.

4. The manager/supervisor should have a meeting with the employee to discuss the performance problem and communicate as clearly as possible the consequences of failure to resolve the problem. This meeting should focus solely on defining the work performance and/or attendance problems—not on any personal difficulties.
5. After an employee has been confronted with the performance problem, the manager/supervisor should review the EAP policy with the employee, advise him/her of the availability of confidential, professional assistance for any work-hampering personal problems, and strongly encourage the employee to allow the manager/supervisor to arrange an appointment with an EAP counselor. Although the final decision to use the program is made by the employee, management should emphasize the advantages of the EAP.
6. If the employee agrees to accept assistance, the manager/supervisor should arrange a meeting between the employee and the EAP counselor.
7. If a signed release of information form is obtained, the manager/supervisor making the referral will be informed whether the employee is working towards a plan to resolve the personal situation and if s/he is keeping appointments.
8. In accordance with the substance abuse policy, the EAP will be required to notify the Police Department/Sheriff's Office, Fire and Rescue Service, or Emergency Communications, respectively, when sworn employees of these departments voluntarily seek services of the EAP and are found to:
 - a. Be using controlled substances, and/or
 - b. Have used illegal drugs, alcohol, or prescription drugs in a manner that could affect current or future job performance. The notification will only take place once the employee has signed the release form, the counselor has completed assessment of the problem, and the counselor has developed a treatment plan. Once notified, the department will take appropriate action pursuant to Jefferson City policies.
9. An employee may choose to decline assistance through the EAP. Participation in the EAP is voluntary, except in the event of a mandatory referral made in accordance with section E.1. However, whether the employee declines or accepts the offer of help through the EAP, s/he retains his/her responsibility to meet accepted job performance, conduct, and attendance expectations.

E. Mandatory Referrals

1. Mandatory referrals to the EAP may be made in the following situations:
 - a. When an employee tests positive on a breath alcohol test or drug screen or is determined to be under the influence of alcohol or drugs,
 - b. When a fitness for duty evaluation includes the recommendation of an EAP or similar referral,
 - c. When the employee has been involved in workplace violence,
 - d. When management is concerned an employee's behavior creates a threat to the employees or other, and/or
 - e. When an employee exhibits continued behavior which significantly disrupts department operations after the employee has been advised the behavior cannot continue.
2. All mandatory referrals will be coordinated by the HR Department by having the department director/office administrator or designee contact HR and provide information on the circumstances. The HR representative will evaluate the information and, if the criteria are met, will contact the EAP representative to initiate the process. In the case of a mandatory referral, an employee who declines assistance from the EAP

or who fails to follow the recommended treatment program will be disciplined up to and including termination.

3. The EAP counselor will assist the employee by:
 - a. Gathering appropriate information and setting an appointment for a clinical assessment of the employee's problem,
 - b. Formulating a treatment recommendation,
 - c. Providing information, assessment, counseling services, and/or professional referral, when appropriate,
 - d. Reporting back to the supervisor whether or not the employee kept the appointment and whether the employee is compliant with the treatment recommendation, and
 - e. Coordinating return-to-duty testing with the supervisor and HR Department and following up with the supervisor on whether or not the employee continues to comply with the treatment recommendation.
4. Following the EAP assessment and/or professional referral, the EAP counselor will assist the employee with the following:
 - a. In the event consultation and/or counseling is provided by the EAP counselor, the EAP counselor will report back to the designated person whether the employee has substantially completed the treatment recommendation.
 - b. If referral outside the EAP is indicated, the EAP counselor will report the employee's compliance with and completion of said referral.
 - c. The EAP counselor will refer the employee to the appropriate medical personnel to obtain fitness for duty certification.

F. Time Off for Counseling

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

G. Family Member Assistance

1. Any member of an employee's immediate family (i.e., benefit-eligible dependents and household members) also may use the EAP.
2. The EAP counselor will arrange a confidential consultation for the individual.
3. Any communication between the individual and the counselor will be held in strictest confidence except when disclosure of use of illegal drugs or abuse of alcohol and prescription drugs is required as outlined in section D-8 of this policy.

H. Management Consultation

1. Managers/supervisors may contact the EAP for consultation on addressing job performance problems at any time.

I. Program Costs

1. The EAP is a benefit provided at no charge to City employees and their families. If a situation requires the EAP counselor to refer an employee or individual to external professional resources, the fees for these follow-up appointments will be the responsibility of the employee and must be coordinated with his/her health care coverage.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9002

SUBJECT: Critical Incident Stress Management (CISM)

PURPOSE

The purpose of this policy is to establish, describe in detail, and provide a procedure for providing critical incident stress management (CISM) for Jefferson City Fire and Rescue Service personnel in the event of a critical incident.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that critical incident stress management (CISM) is provided to employees and family members who have been subjected to or while mitigating any major trauma or critical incident during the course of their duties. These services should be requested by the command level officer and should be offered to all employees and families who were involved in or witnessed a critical incident.

PROCEDURE

A. Definition

1. A critical incident is defined as an event outside the range of usual human experience, which has the potential to easily overcome a person's normal ability to cope with stress. It may produce a negative psychological response in a person who was involved in or witnessed such an incident.
2. Critical incidents in a workplace environment include, but are not limited, the following:
 - a. Aggravated assaults
 - b. Pediatric drowning and/or deaths
 - c. Robbery
 - d. Suicide or attempted suicide
 - e. Murder
 - f. Sudden or unexpected death of a work colleague
 - g. Hostage or siege situations
 - h. Discharge of firearms
 - i. Acts of self-harm by persons in the care of others
 - j. Any other serious accidents, incidents, or triggering event

B. Emotional Reactions to a Critical Incident

1. It is very common, in fact quite normal, for people to experience emotional or stress reaction after a critical incident. Sometimes the emotional reactions occur shortly after a critical incident and sometimes they are delayed for some time. The severity of the reactions and the time frame over which they occur varies from person to person. Sometimes the stress reactions last for a few days and then subside.
2. Sometimes the reactions continue for a few weeks or a few months before they start to subside depending upon the severity of the critical incident and the frequency of critical

incidents in people's lives. With understanding and support from loved ones or close friends, the stress reactions usually pass more quickly.

3. When severe stress reactions persist, professional assistance from a counselor is beneficial in assisting the person manage the condition. Some very common signs and symptoms of a stress reaction in a traumatized person are shown in the following table:

PHYSICAL		EMOTIONAL	
<i>Fatigue</i>	<i>Chills</i>	<i>Anxiety</i>	<i>Fear of "going crazy"</i>
<i>Muscle tremors</i>	<i>Upset stomach</i>	<i>Depression</i>	<i>Identification with the victim</i>
<i>Sweating</i>	<i>Dizziness</i>	<i>Anger</i>	<i>Grief</i>
<i>Cardiac arrest</i>	<i>Chest pain</i>	<i>Survivor guilt</i>	<i>Irritability</i>
<i>Nausea</i>	<i>Shortness of breath</i>	<i>Fear</i>	<i>Impatience, intolerance</i>
<i>Shock symptoms</i>	<i>Headache</i>	<i>Feelings of hopelessness</i>	<i>Denial</i>
<i>Lack of strength</i>	<i>Sighing</i>	<i>Feelings of helplessness</i>	<i>Yearning, pining</i>
<i>Dry mouth</i>	<i>Hot flashes or chills</i>	<i>Apathy</i>	<i>Self-reproach, regret</i>
<i>Difficulty swallowing</i>	<i>Exaggerated startle response</i>	<i>Feelings of abandonment</i>	<i>Emotional lability</i>
<i>Smothering sensations</i>	<i>Frequent urination</i>		
COGNITIVE		BEHAVIORAL	
<i>Memory problems</i>	<i>Limited attention span</i>	<i>Uncharacteristic behavior</i>	<i>Self-destructive behaviors</i>
<i>Confusion</i>	<i>Difficulty with calculations</i>	<i>Unusually quiet behavior</i>	<i>Increased use of medications</i>
<i>Distressing dreams</i>	<i>Poor concentration</i>	<i>Unusually talkative behavior</i>	<i>Suspiciousness</i>
<i>Feelings of unreality</i>	<i>Pessimism</i>	<i>Increased smoking/drinking</i>	<i>Hypervigilance</i>
<i>Blaming others</i>	<i>Feelings of inadequacy</i>	<i>Withdrawal from others</i>	<i>Absent-minded behavior</i>
<i>Decreased interest</i>	<i>Repeatedly reliving</i>	<i>Change in activity level</i>	<i>Clinging behavior</i>
<i>the event</i>		<i>Change in sexual behavior</i>	<i>Decreased effectiveness</i>
<i>Diminished self-concern</i>	<i>Disruption in logical thinking</i>	<i>Change in eating habits</i>	<i>Sighing</i>
<i>Paranormal experiences</i>	<i>Feelings of depersonalization</i>	<i>Crying, tearfulness</i>	
<i>Preoccupation with the deceased</i>			

C. Available Services – Defusing and Debriefing

1. Critical Incident Defusing

- a. On some occasions following a critical incident, employees may experience severe emotional stress as a result of that incident such that they require urgent assistance. In such cases, it is not appropriate to wait for the critical incident stress debriefing (CISD) service to be provided.
- b. Supervisor's should be aware and be able to recognize employees who are experiencing severe forms of stress as soon as possible after the incident. The assistant chief should be discreetly notified and the employee should be removed from duty and placed in contact with a CISM team member. The defusing service should be followed by a CISD service at an appropriate time.

2. Critical Incident Stress Debriefing (CISD)

- a. CISD is a group activity offered by CISM-trained members and should involve all personnel who were directly involved in or witnessed the critical incident. Management and other personnel not directly involved with the incident should not be involved in the debriefing activities.
- b. CISD is preferably carried out after all post-incident services and enquiries have been completed (e.g., police reports, medical attention, internal investigation). The debriefing, to be effective, should be completed within seventy-two (72) hours of the critical incident.

D. Critical Incident Stress Debriefing (CISD) Process

1. CISD is a group process for all individuals who were involved in or witnessed the critical incident. The debrief service is based on the Mitchell Model and consists of the following processes:
 - a. Fact Phase: elicit the facts (e.g., what, where, when, who) from the group
 - b. Thought Phase: lead the discussion into the personal perspectives of the incident and prepare for the next phase
 - c. Reaction Phase: bring the individual feelings resulting from the incident up to the surface as far as participants wish to do so
 - d. Education Phase: bring the participants back to functional levels; provide information on stress reactions occurring or likely to occur and practical ways of dealing with these reactions
 - e. Re-Entry/Summary Phase: summarize the pertinent points which developed during the debrief and distribute information booklets for self and family
 - f. Post-Debriefing Phase: debriefer is available for individual contact with any participants who may wish to discuss any issues privately

E. Critical Incident Stress Management (CISM) Awareness Briefings

1. All line, supervisory, and chief officers who are responsible for organizing responses to critical incidents in the workplace are encouraged to attend a CISM Awareness Briefing for a duration of one (1) hour.
2. The briefing defines the traumatic incidents (i.e., critical incidents). Participants are made aware of the effects of traumatic events upon personnel involved in those incidents and the role CISM processes play in helping personnel deal with the emotional impacts.
3. A contingency plan for dealing with such issues is proposed where such plans do not exist so supervisors and department heads can be prepared for such situations.

F. Employee Assistance Program Referral

1. After completion of the CISM process, an employee still experiencing emotional distress may be referred to the Employee Assistance Program (see policy).

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9003

SUBJECT: Progressive Disciplinary Action

PURPOSE

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

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that discipline will be administered fairly, reasonably, and impartially. Employees, JCFRS, and the city are best served when discipline is administered to correct actions rather than punitive. All disciplinary actions involving demotion or termination shall require a determination hearing before the chief. Fair and reasonable discipline, applied consistently will receive firm support and can be expected to be upheld. However, discipline which is not supported by facts, or imposed arbitrarily must be avoided and is unacceptable.

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

PROCEDURE

A. Confidentiality

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

B. Definition

1. Progressive disciplinary action is the application of a series of disciplinary steps that may gradually increase in magnitude from an established first step implementation to the final step in the process, which is dismissal. The intent of progressive disciplinary action is to provide training, correct behavior, and prevent occurrences that may lead to more severe actions.
2. While progressive disciplinary action is designed to improve performance by gradually increasing in magnitude until satisfactory results are accomplished, Jefferson City and JCFRS reserve the right to apply the level of discipline that is commensurate with the magnitude and severity of the offense.

C. Supervisor's Responsibilities

1. First Level (Company Officers, Action Company Officers, Staff Supervisors, etc.)
 - a. The supervisor will advise the employee a possible violation may exist and an investigation will be conducted. All personnel shall comply with directives given by any supervisor concerning the providing of written or oral accounts of the incident being investigated.
 - b. The immediate supervisor shall accurately compile a complete documentation of the facts pertaining to the incident which shall include written accounts of personal observances, statements of witnesses, a statement of explanation by

the employee involved and any other relevant facts or information pertinent to the incident.

- c. The supervisor at this level shall prepare a recommendation stating whether or not disciplinary action should be initiated. When disciplinary action is recommended, the supervisor's statement will reflect the type and level of disciplinary action being recommended. All recommendations will include the necessary justifications.
- d. This documentation shall be forwarded to the assistant chief via the chain of command. When applicable, any other first level supervisor will review the documentation of the incident and submit a separate recommendation to the second level supervisor.
- e. Supervisors at this level are authorized to issue the following disciplinary actions after the submitted recommendations have been reviewed by the station captain and assistant chief and approved by the chief:
 - 1. Written warning
 - 2. Official letter of reprimand
- f. At all times, documentation and fact-finding procedures should begin immediately following an alleged or perceived policy violation or infraction occurrence.
- g. The immediate supervisor will make every effort possible to verify the information obtained is accurate and complete. After reviewing the compiled information, the appropriate next level supervisor will be contacted and apprised of the incident and submit the compiled data to the next level supervisor.
- h. The immediate supervisor or next supervisor within the chain of command will perform any additional investigations or documentation adjustments deemed necessary to ensure accuracy and consistent policy application are adhered to.

2. Second Level (Captains)

- a. The supervisor at this level will review all documentation submitted, conduct any additional fact finding and prepare an accompanying document recommending disciplinary action be initiated or not initiated. All recommendations will include the necessary justifications.
- b. Supervisors at this level are authorized to issue the following disciplinary actions after the submitted recommendations have been reviewed by assistant chief and approved by the chief:
 - 1. Written warning
 - 2. Official letter of reprimand
 - 3. 3 calendar day suspension
- c. Adherence to and consistent application of disciplinary action recommendations in accordance with this policy is the primary responsibility of the supervisors involved in the disciplinary action process.

3. Third Level (Assistant Chief)

- a. All recommendations will be reviewed by the assistant chief to ensure due process and fact finding reflects consistent application in regard to the scope and magnitude of the violation or impropriety.

- b. If it is found the supervisor's recommendations for actions or no action have not been made, the assistant chief will take the necessary measure to ensure the recommendations are prepared and submitted.
- c. Supervisors at this level are authorized to initiate the following disciplinary actions after the submitted documentation have been reviewed and approved by the chief:
 - 1. Written warning
 - 2. Official letter of reprimand
 - 3. 5 calendar day suspension

D. Disciplinary Levels

1. Verbal Warning: A verbal warning may be issued by the employee's immediate supervisor. A written notation/memo of this warning will be retained by the assistant chief or the appropriate supervisor in the supervisor's common file. A copy of this documentation will be forwarded to the assistant chief.
2. Written Warning: Upon approval of the assistant chief, a written warning may be issued to an employee depending upon the extent of the policy or procedure violation. The written warning will identify the violation, state the expected corrective action and inform the employee that if the behavior in question continues, the unacceptable behavior or performance could lead to more serious disciplinary action being administered. The written warning will be retained in the employee's personnel file for a period of one (1) year. After one (1) year has expired, the written warning may be removed if the employee has exhibited the necessary performance improvement during that time period.
3. Official Letter of Reprimand: If an employee is given a formal written reprimand, a copy of that documentation shall be maintained in the employee's permanent record on file at JCFRS for a period of two (2) years.
 - a. *When an employee disagrees with the contents of a written reprimand, the employee may file a written appeal in accordance with Personnel Board of Jefferson County Rule 12.4, Section (a), item number 3.
4. Suspension: Upon the recommendation of the Disciplinary Action Review Board and the approval of the chief, the assistant chief has the authority to issue suspensions without pay for a period of five (5) calendar days.
 - NOTE: This disciplinary action level is not dispensed without regard to the extent of the violation committed. The supervisors authorized to dispense discipline at these levels have the option of recommending to the chief more severe discipline.
5. The following steps in the progressive disciplinary action process require a formal determination hearing be conducted by the chief and/or assistant chief. Those steps are as follows:
 - a. Suspension: Employee is suspended without pay for a designated period that may exceed five (5) calendar days.
 - b. Demotion: An employee holding rank or a classified position may receive a reduction in pay steps or classification. The terms and conditions of the step reduction in pay on the demotion will be stated in the determination rendered by the chief.
 - c. Discharge: The employee is discharged when the magnitude or severity of the violation or impropriety is of a nature that should require termination of employment. Cause for discharge will be determined by JCFRS administrative staff, Jefferson City's Legal Department, Jefferson City Human Resources,

and in accordance with JCFRS policies and procedures, Personnel Board of Jefferson County rules, and Jefferson City Human Resources rules and regulations.

E. Disciplinary Action Review Board

1. A formal investigative interview may be conducted by the Disciplinary Action Review Board when circumstances dictate a more thorough understanding of the facts are needed, the need to improve the factual basis of decision making is evident, and to determine what level of disciplinary action is appropriate.
2. After the review process by the Disciplinary Action Review Board is completed and the determination warrants discipline above the Board's authority, written recommendations for a determination hearing before the chief will be submitted. All documents accompanying the recommendation will be via the assistant chief.
3. Upon approval, and at the direction of the chief, a written statement of the determination hearing process will be prepared and delivered to the appropriate personnel. A resulting statement of the decision, which may range from an official letter of reprimand to a formal announcement of suspension, demotion, or termination will be prepared and delivered to the employee in compliance with Personnel Board of Jefferson County Rules and Regulations.

F. Formal Discipline

1. Determination Hearing with Employee and Representative
 - a. As soon as possible after completion of the investigation and preparation of the "Disciplinary Hearing" notice, the employee will be served with a written notice of possible disciplinary action stating the specific charge(s). By serving this notice of possible disciplinary action, the employee will be informed of a determination hearing by personal delivery or certified mail, in compliance with the Personnel Board of Jefferson County Rule 12.3, category (b).
 - b. Unless waived in writing by an employee, all determination hearings will be held as scheduled. An employee has the right to representation. The conducting of these hearings is at the discretion of the chief and may be delegated to his/her designee.
 - c. The hearing is intended to provide the employee with an explanation of the charge(s) and provide an opportunity for the employee to present his/her version of the incident. The response of the employee, including his/her own explanation of the incident if not previously obtained or mitigating circumstances, will be noted. Suggestions or statements of the employee's representative will be received and noted. The employee will be given the right to respond, verbally or in writing, to the charge(s) made and any written response must become a part of the "Disciplinary Action Report" and taken into consideration prior to making a final determination.
 - d. It is Jefferson City policy to maintain a courteous relationship with employee's representative for the mutual exchange of relevant information. However, these administrative processes are not adversary hearings, and protracted or argumentative debates are to be avoided.
2. Final Determination
 - a. Within five (5) business days after the close of the determination hearing, the hearing officer who conducted the hearing will issue his/her decision in writing as to the disciplinary action to be taken, if any.
 - b. If, as a result of further investigation, employee response, or other considerations, discipline is decided against, the employee will be notified and no entry will be made in the employee's personnel file.

c. If disciplinary action is to be carried out, the action will be determined based upon:

1. The seriousness of the violation.
 2. Mitigating circumstances, if any.
 3. The employee work performance record and disciplinary action history.
 4. Reasonable consistency in applying similar penalties to similar offenses.
 5. The prospect that disciplinary action may play a rehabilitative role.
 6. Other relevant factors arising out of Jefferson City or JCFRS practice or the peculiarities of the particular incident under consideration.
3. Ordinarily, discipline is applied in a progressive fashion, with a more severe penalty following successive violations. This is particularly true where a relatively minor offense is repeated. However, serious offenses may call for more severe penalties. When the final recommendation is completed, it will be sent to the appropriate person with authority to take disciplinary action in accordance with personnel rules. The recommendation will indicate the specific dates of any changes in the employee pay status such as the dates of a suspension or the dates of termination.
4. Notice
- a. Formal notification to the employee of disciplinary action (except reprimands) will be in accordance with Personnel Board of Jefferson County Rules and Regulations. The employee should sign a copy of this letter or the letter should be sent to the employee by certified mail. Copies will be provided to the Human Resources Department.

G. Emergency Action

1. In accordance with Jefferson City code, nothing in this policy will prevent the imposition of emergency relief of duty and/or removal from the premises in cases where such action is warranted.

H. Disciplinary Action Standards

1. Standards for Written materials - All written materials submitted for disciplinary action must reflect the professional standards of completed work. In other words, the report must be clear, coherent and cohesive, and the format, spelling, punctuation, and grammar must be correct. Written material submitted should be proofread and all errors must be corrected.
2. Corrections and Revisions of Written Material - Disciplinary actions submitted may be returned to the originator for corrections in format, grammar, spelling, etc. All pertinent facts and recommendations expressed in any revised letter should still reflect the intent of originator.

I. Differing Opinions with the Chain of Command

1. When a supervisor at any level has made a disciplinary recommendation and has received a contrary opinion from a higher-ranking supervisor in the chain of command, the lower-level supervisor may elect to do the following:
 - a. Consult with his/her supervisor(s) and revise the written recommendation to reflect opinions formed as a result of the discussions.
 - b. Take the position the original decision should remain the same, in which case, any written recommendation should be forwarded, unchanged, through the chain of command.
 - c. In either case, the chief will review recommendations made at all levels prior to deciding on the disciplinary action.

J. Confidentiality

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

PROGRESSIVE DISCIPLINARY ACTION DOCUMENTATION CHECKLIST

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

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

DISCIPLINE CHECKLIST

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

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

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

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

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9004

SUBJECT: Report of Occurrence

PURPOSE

The purpose of this policy is to establish and maintain a system for reporting information related to operations. This document provides the criteria for reporting occurrences and incidents, as well as the timely processing of this information by the chain of command. Reportable occurrences require the description, significance, causal factors, and corrective actions of the occurrence are fully documented and transmitted to the chain of command. Acting upon reportable occurrences includes timely notification and reporting. The completed reports shall be used to analyze environment, safety, and health performance, to develop lessons learned, and to prevent recurrence of undesirable occurrences in the future.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that information is to be processed to identify the root causes of unusual, abnormal, and emergency occurrences, and providing for appropriate corrective action.

PROCEDURE

- A. All JCFRS personnel are required to perform their job duties and responsibilities in a safe and responsible manner. If personnel create or witness an adverse occurrence or condition in the course of performing work, it is important they immediately report the occurrence or condition to a supervisor or any other individual who has the responsibility and/or technical knowledge to stabilize the occurrence or condition.
- B. All personnel and others performing work at or on behalf of the JCFRS are responsible for following procedures of this policy. This includes any incident that occurs on City or JCFRS premises or equipment to an employee or visitor.
- C. Definitions
 - 1. Occurrence: Any event, which is not consistent with the routine operation of a JCFRS activity or the routine service of the public. It may be an accident or a situation which might result in an accident or a potential compensable event (e.g., falls, injuries, errors, altercations). In addition, events such as equipment breakdowns during operations, theft, threats of violence, etc. are considered occurrences. The following are examples of the types of events that would warrant a "Report of Occurrence":
 - a. Any occurrence which affects the status, condition, or disposition of JCFRS supplies in an improper or inappropriate manner;
 - b. Any occurrence which affects the status, condition or disposition of any JCFRS fixed asset (to include equipment, vehicles, or real property);
 - c. Any occurrence which enhances or detracts from good public relations;
 - d. Any occurrence deemed, by the supervisor, as appropriate for reporting.
 - 2. "Report of Occurrence": An administrative report for the purpose of identifying and evaluating risk and improving quality of care.
- D. Anyone in a position to observe any notable occurrence that has, or will have, implications to the JCFRS or employees should report it.

- E. Any personnel who witness or discover an accident or other incident should report it immediately to their supervisor and complete the "Report of Occurrence."
- F. When a serious or significant event involving an employee, visitor, or member of the public occurs, personnel must immediately notify a supervisor and submit a "Report of Occurrence."
- G. All safety hazards, even those with adverse occurrences with minimal or no apparent harm to anyone, should be reported.
- H. This policy and the attached report shall be used for all employee or property related incidents, excluding theft incidents, which is subject to separate policy direction.
- I. The supervisor receiving a "Report of Occurrence" will investigate the occurrence while the facts are fresh to determine causative factors and recommendations for future prevention.
 - 1. It is the responsibility of the supervisor of the area where an incident occurs to investigate the incident/occurrence, to ensure the "Report of Occurrence" is completed; and to take corrective action when a near miss, an accident, or adverse occurrence occurs in his/her area. The investigation and action(s) taken will be documented.
- J. If the event has caused serious injury to a person, command staff must conduct a thorough investigation of the event.
- K. A "Report of Occurrence" will be completed and submitted to the employee's immediate supervisor within the shift period the occurrence happened or was first identified by the employee who discovered the incident.
- L. All follow-up actions taken by the chain of command in response to an occurrence will be documented and kept confidential until reviewed by higher-level command staff, legal counsel, and/or the chief.
- M. All occurrences involving JCFRS equipment that may or did result in injury or death will be reported to the manufacturer.
- N. In cases where an incident or occurrence disrupts operations, supervisors must take appropriate immediate response(s) to the following:
 - 1. Ensure the JCFRS facility/operation is stabilized or returned to a safe condition;
 - 2. Address any potential safety issues whenever employees are treated for injuries sustained;
 - 3. Identify any abnormal events and conditions; and
 - 4. Record all activities and corrective actions.
- O. The investigation and analysis of a "Report of Occurrence" must be used to gain an understanding of the occurrence, its causes, and the corrective actions necessary to remedy the problem and to prevent recurrence.
- P. All "Reports of Occurrence" shall be processed through the chain of command. The assistant chief shall maintain the master file for all submitted reports. The following includes an incomplete list of what should be used when processing "Report of Occurrence" to file in the appropriate folder.
 - 1. Communications Problems
 - 2. Complaint Against Crews
 - 3. Damaged or Lost Equipment
 - 4. Dispatch/Run Zone-Related Occurrences
 - 5. Emergency Medical Services (EMS)-Related Occurrences
 - 6. Equipment in Substandard Condition

7. Facility Damage
8. Fire Prevention Bureau (FPB)-Related Occurrences
9. Incident-Related Occurrences
10. Police-Related Occurrences
11. Station or Equipment Vandalism
12. Vehicle Accident
13. Safety-Related Occurrences
14. Staffing-Related Occurrences
15. Lost/Stolen Personal Items
16. Automatic Aid Run Problems
17. Other

REPORT OF OCCURRENCE

All reports should contain the initial information reported by the employee and the subsequent actions taken in response to the report by chain of command.

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

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9006

SUBJECT: Smoking and Tobacco Use

PURPOSE

The purpose of this policy is to prohibit smoking in areas where employees' health and safety are at risk. It is also the policy of the Jefferson City Fire and Rescue Service to prohibit the use of tobacco products on and off duty for all employees hired after October 1, 2001.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service to be committed to promoting health and wellness for its employees and will ensure employees and their immediate work areas (e.g., fire stations) are safe and free from the hazardous effects of smoke and tobacco. The Surgeon General of the United States has declared the use of tobacco products is a hazard to an individual's health.

PROCEDURE

- A. Smoking and the use of tobacco products (i.e., smokeless tobacco, vaping, e-cigarettes, juuling, etc.) at any JCFRS or city-owned facility shall be restricted to outside the building away from public access.
- B. Smoking and smokeless tobacco is prohibited in or on any JCFRS vehicle.
- C. The use of tobacco is prohibited during training or during scene mitigation.
- D. Signs are to be placed at all fire station building entrances notifying persons entering the premises that smoking, including smokeless tobacco, vaping, e-cigarettes, and juuling, is prohibited.
- E. New employees will be required to sign an agreement not to smoke or chew tobacco products (including smokeless tobacco, vaping, e-cigarettes, and juuling) on or off duty as a condition of employment with JCFRS.
- F. The JCFRS smoking policy shall be posted in a noticeable location at each fire station.
- G. JCFRS encourages members who use tobacco products to quit and will offer assistance to those members wishing to discontinue the use of such products.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9007

SUBJECT: Substance Abuse

PURPOSE

The purpose of this policy is to prevent any effects of drugs or alcohol from reducing the chances of personnel protecting life safety, property, and the general well-being of Jefferson City Fire and Rescue Service personnel and citizens of Jefferson City. A drug/alcohol-free work environment is essential to providing citizens and the public with quality services. The City and JCFRS are concerned with the welfare of its personnel and the public. The misuse of drugs/alcohol will adversely affect employees' safety and health, seriously impair their value as employees, and constitute a danger to both co-workers and the public. Perceptions of the public are very important to JCFRS. The physical well-being and mental alertness of employees are essential to the JCFRS personnel. JCFRS has the responsibility to conduct its operations in the most efficient and effective way.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that a drug-free workplace will be maintained. Consumption of alcohol or being under the influence of alcohol on City property, whether on- or off-duty, is specifically included in the concept of a drug-free and alcohol-free workplace. Illegal drug use is a serious criminal activity and is prohibited by Jefferson City and this department.

PROCEDURE

- A. The City and JCFRS will assist employees who request help because of a drug, substance, or alcohol dependency problem, including confidential counseling and rehabilitation through the City's employee assistance program (EAP). Participation in the EAP does not automatically exempt an employee from disciplinary action for violation the City's substance abuse policy. However, employees who come forward on a voluntary basis and request help for a substance abuse problem prior to being notified to take a drug or alcohol test (and are not facing possible disciplinary action), obtain counseling and rehabilitation through the EAP or other source, refrain thereafter from violating the substance abuse policy, and agree to voluntarily undergo a two (2)-year program of unannounced drug/alcohol testing will not be discharged. However, this section shall not apply in any case where drugs (e.g., LSD, PCP) might result in some future job performance impairment.
 1. Any employee who has entered into the two (2)-year unannounced drug/alcohol testing agreement will have to conduct a minimum of six unannounced tests over a twelve (12) month period. Each employee subject to such testing agreement must be tested on each occasion of unannounced testing for JCFRS as well.
- B. The unlawful manufacture, distribution, dispensation, possession, presence, or use of a controlled substance (i.e., illegal drugs or drug paraphernalia) is illegal and is grounds for dismissal.
- C. The use, sale, purchase, transfer, or possession of alcohol in the workplace is prohibited; however, employees who sell, purchase, transfer, or possess alcohol within the scope of their assigned duties shall not be deemed to have violated this policy.
- D. JCFRS may conduct searches for illegal drugs or alcohol on JCFRS premises based on reasonable suspicion. This might include lockers, JCFRS vehicles, personal vehicles parked on JCFRS premises, and searches of employees when there is a reasonable and articulable

basis upon which to believe that illegal drugs or alcohol have been brought onto the property and the search is conducted on JCFRS premises. All searches must have prior approval of the Jefferson City Attorney.

- E. JCFRS may require drug/alcohol testing of an employee:
 - 1. based on reasonable suspicion,
 - 2. when involved in an accident,
 - 3. who is providing safety-sensitive services,
 - 4. who operates motor vehicles or dangerous machinery, and/or
 - 5. who seeks promotion into a safety-sensitive position.
- F. It shall be the policy of JCFRS and Jefferson City not to hire applicants who currently use any illegal drug, in any amount, regardless of frequency. All job applicants to whom a conditional job offer is made will undergo urinalysis as part of a post-job offer medical examination.
- G. The use of over-the-counter medications or drugs prescribed by a physician when used in the manner prescribed is not intended to be covered by this policy. Employees using such drugs are responsible for being aware of any potential effect(s) such drugs may have on their reactions, judgment, and/or ability to perform their duties. If impairment is likely, employees must report such use to their supervisor prior to beginning work.
- H. Any violation of this policy shall result in disciplinary action, which may include termination, even for a first offense. A refusal by an employee to take a drug/alcohol test authorized by this policy or a positive random or unannounced test result shall be deemed a violation. Such employees shall be terminated. A new applicant for employment who refuses to take a drug/alcohol test or has a positive test will not be hired.
- I. Any disciplinary action taken as a result of a violation of this policy shall be appealable.
- J. Categories of Drug Testing
 - 1. Preemployment: All job applicants, as well as incumbent employees seeking employment in safety-sensitive positions, will be tested before their appointment is final.
 - 2. Reasonable Suspicion: Any employee for whom reasonable suspicion of drug/alcohol abuse has been established may be tested. Reasonable suspicion is an articulable belief that an employee is using or has used prohibited drugs based upon specific, objective facts and inferences which may be reasonably drawn from those facts. These may include, among other things, the following:
 - a. Direct observation of prohibit drug/alcohol use.
 - b. Physical symptoms or manifestations of being under the influence of a prohibited drug. Examples include slurred speech, alcohol on breath, inability to walk a straight line, verbal or physical altercations, poor or deteriorating job performance, faulty judgment, absenteeism or tardiness, tremors, watery or red eyes, disorientation, lack of concentration, poor muscular control, and/or abnormal conduct or erratic behavior.
 - c. A report of recent prohibited drug/alcohol use provided by a reliable and credible source.
 - d. Evidence an employee has tampered with a drug test.
 - e. Evidence an employee is actively and currently involved in the unauthorized use, possession, sale, solicitation, or transfer of prohibited drugs/alcohol.
 - 3. Post-Accident: Any employee involved in a job-related accident involving the apparent violation of any safety rule or standard which resulted in serious injury or property damage may be subject to drug/alcohol testing. Post-accident testing shall be required

if the employee's conduct or performance either contributed to an accident or cannot be completely discounted as a contributing factor in the cause of an accident.

- a. After the accident, the employee may be required to go to a collection site and provide a urine sample as soon as possible after the accident but no later than twenty-four (24) hours afterwards. If it is suspected that alcohol use by the employee may have been a factor, then the employee may be required to submit to a breath alcohol or other alcohol testing method as soon as practicable under the circumstances.
 - b. Only the chief is authorized to require a drug/alcohol testing on the basis of reasonable suspicion or in the case of a job-related accident. The chief will act on the recommendation of subordinates that receive a report of a suspicious activity by an employee. Except as provided herein, all cases involving reasonable suspicion or post-accident testing must be immediately documented in writing to the Jefferson City Attorney and Director of Personnel.
 - c. In determining whether to require an employee to submit to a drug/alcohol test following an accident, the decisionmaker shall be guided by the seriousness of the accident event, such as whether the accident produced substantial damage or death or injury to any person, the level of negligence or fault of the employee in the accident as related by witnesses or circumstances, any direct or circumstantial evidence indicating recent drug or alcohol use by the employee involved in the accident.
 - d. Written documentation shall detail the specific facts, symptoms, and/or observations which formed the basis for the determination that reasonable suspicion or post-accident testing is warranted. The facts underlying the reasonable suspicion or the decision to test after an accident shall be disclosed to the employee by the attorney.
4. Random: Any employee may be tested under any of the conditions above or tested on a random basis. Random basis test means testing in which every member of the population of those employees designated for random testing has an equal chance of being selected for testing. Scheduling of random drug testing is determined by the Human Resources Department.
- a. If selected for a random drug test, the employee must report to the testing laboratory immediately. Failure of an employee to immediately report for random drug testing will result in disciplinary action up to and including termination.

K. Drugs and Drug Testing Procedures

1. Employees may be tested for those controlled substances that most frequently are the drugs of abuse (i.e., amphetamines, marijuana, opiates, cocaine, phencyclidine).
2. Since it is the intent of this policy to test for those controlled substances that most frequently are the drugs of abuse, the preceding list is subject to continual review and modification. Additionally, employees may also be tested for alcohol abuse.
3. Specimen collection, chain of custody, initial and confirmatory testing, and reporting and medical review of drug testing results shall be governed by Subpart B of the Mandatory Guidelines for Federal Workplace Drug Testing Programs adopted by the U.S. Department of Health and Human Services. Only laboratories currently certified to meet Subpart C of the Mandatory Guidelines for Federal Workplace Drug Testing Programs shall be used for drug testing.

JEFFERSON CITY FIRE AND RESCUE SERVICE

POLICY NUMBER: 9010

SUBJECT: Training and Continuing Education

PURPOSE

The purpose of this policy is to outline training and evaluation procedures for personnel engaged in emergency response, fire prevention, rescue and administration. Jefferson City Fire and Rescue Service strives to maintain a standard of excellence and acceptable performance standards of all personnel within the department.

POLICY

It is the policy of the Jefferson City Fire and Rescue Service that all personnel must maintain proper expertise and competency in all areas of firefighting and emergency response. These include territory, portable extinguishers, hydrants, small tools and equipment, SCBA, ladders, forcible entry, ventilation, pre-fire planning, extrication, officer training, salvage and overhaul, rescue, hoses and nozzles, arson/fire investigations, apparatus, first aid/EMS, fire ground tactics, and incident command.

PROCEDURE

A. Training Schedule

1. Each station will be responsible for administering training for all aspects listed above. Scheduling and administration of training will be subject to the station captain and company officers.
2. Every employee must complete a minimum of four (4) hours of continuing education for each of the subjects listed. This can be achieved through two (2) two-hour sessions or one (1) four-hour session.
3. Station 2 is required to have a reserve engine for the purposes of training.

B. Training Administration

1. Company officers will be responsible for developing training curriculum and providing continuing education subject matter to station personnel.
2. All educational programs must cover material from relevant reference manuals (e.g., Essentials of Firefighting, IFSTA Supplemental Manuals).
3. Training and continuing education can be administered in three ways.
 - a. Classroom setting: Development of a lecture with visual aids, handouts, and/or written exercises.
 - b. Field Training: Training or continuing education can take place in controlled settings using actual equipment, apparatuses, and available training facilities.
 - c. Online: Training administered and completed through the JCFRS online training portal.
4. When relevant, training and continuing education can incorporate both classroom lecture and field training.

C. Evaluation

1. Company officers are responsible for evaluation of technical competencies. During controlled field training, personnel should be evaluated on safety and procedural issues pertinent to the relevant activity.

2. Evaluations should be provided in both verbal critique and documented using the "Training Evaluation" forms. Each "Training Evaluation" form will contain a checklist of procedural and safety issues relevant to the activity, ratings scales, and comment sections. An overall rating and comment sections must be completed.
3. "Training Evaluation" forms will be used to measure personnel competency levels.

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